

# Sales Management

For The Man in Charge of Sales and Advertising

DECEMBER 10, 1927



(Above) William L. Jacoby, President,  
Kellogg Switchboard and Supply  
Company



## The Sharp Decline in Profits

By J. GEORGE FREDERICK

A - DARTNELL - P U B L I C A T I O N

NA-  
aced  
and  
ard-  
and  
hally  
of  
eth-  
ears  
s of  
Gen-  
se in  
you.  
122.  
nue,

ITH  
evel-  
sales  
— is  
ellent  
Box  
wood

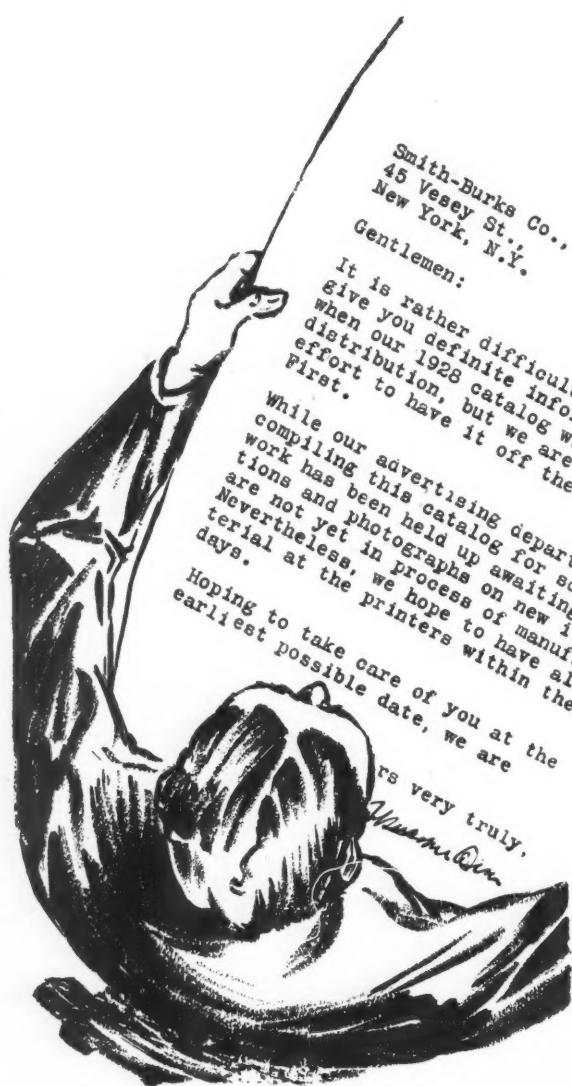
EL-  
irect  
duct,  
oked.  
ional  
0 in  
at \$3  
otion  
lema  
119

REE.  
Dis-  
and  
place  
low-  
oney.  
Free  
SING  
St.,

PAGE  
... 906  
... 953  
... 991  
... 988

Cover  
... 991  
... 986  
... 961  
... 975  
... 988  
... 914  
... 934  
... 0-911  
... 943  
... 937  
... 974  
... 933  
... 976  
... 984  
... 977  
... 972  
... 908  
... 987  
... 957  
... 959  
... 978  
... 989  
... 985  
... 989  
... 916

G

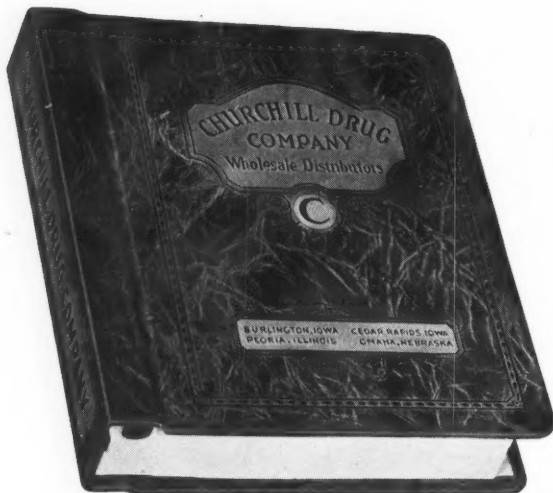


# CATALOG TIME AGAIN!

**A**NOTHER two months' struggle with printers, engravers, electrotypers, and artists. Several hundred, maybe a thousand pages to revise, a "million" suggestions to incorporate—and it must be out on time! And when it's finally out, a good part of the finest catalog you've ever issued is already obsolete. Prices have changed, products have changed, new items added to this line and others dropped from that. Bulletins containing corrections must be printed and mailed, only to be lost or misplaced.

The loose-leaf catalog, with its sturdy, quick-acting binder, lasts four years or more. Its publication need never be postponed so that new items can be included. New sheets can follow at a later date when information on the new items is available. Obsolete pages can be replaced with new ones as changes occur. The loose-leaf catalog fits in nicely with the modern tendency towards hand-to-mouth buying because it always provides your dealers and salesmen with the newest information on your line.

*Why not eliminate "annual catalog time" with its hurry and worry, extra help, big expense, and ultimate disappointment by adopting the loose-leaf catalog system? Our experience in developing such systems for hundreds of users, should prove helpful to you.*



**The HEINN COMPANY**  
349 FLORIDA ST. MILWAUKEE, WIS.

# HEINN BINDERS

~ day ~ by ~ day catalogs  
that last year ~ after ~ year



Published  
Every-Other-Saturday

# Sales Management

For the Man  
in Charge of Sales

VOLUME THIRTEEN

NUMBER TWELVE

Established 1918 by  
The Dartnell Corporation  
Printed by The Dartnell Press



Member Audit Bureau of Circulations  
Associated Business Papers, Inc.  
Copyright 1927 by The Dartnell Corporation

Entered as Second Class Matter, March 12, 1919, at Post Office, Chicago, Ill., under Act of 1879

## Publication Offices:

### The Dartnell Corporation

4660 Ravenswood Avenue  
Chicago

Telephones:  
Ravenswood 0365 and 0367

J. C. ASPLEY  
President

M. D. ASPLEY  
Vice President

T. D. REID  
Secretary

J. T. KEMP  
Treas. and Gen. Mgr.

J. F. WEINTZ  
Business Manager

C. E. LOVEJOY  
Advertising Manager

J. E. WEST  
Sales Manager

R. E. SMALLWOOD  
Circulation Manager

#### Eastern Advertising Offices:

420 Lexington Avenue,  
New York City  
Telephone, Lexington 6625

P. S. SALISBURY  
Manager

M. V. REED  
Assistant Manager

Toronto Office:  
Room 615, Metropolitan Bldg.  
Telephone, Elgin 2087  
A. T. TURNER . . . Manager

European Office:  
London, W. C. 2  
9 Quality Court  
Telephone, Holborn 5628  
G. D. YOUNG . . . Manager

Sydney (Australia)  
CATTS-PATTERSON CO., LTD.

## CONTENTS

For December 10, 1927

	PAGE
Is There a Sales Answer to the Sharp Decline in Profits? . . . . .	1007
By J. George Frederick	
Nation's Traffic Jammed as Millions Swarm About the New Ford . . . . .	1009
The Pros and Cons of Special Brands . . . . .	1011
By Saunders Norvell	
Retailer Mortality—What Can the Jobber Do About It? . . . . .	1013
By Walter P. Boos, Secretary and Treasurer, Paul E. Kroehle Company	
Heal the Sore Spots in Credits . . . . .	1015
By G. A. Lang	
Four Factors to be Considered in Selecting Men . . . . .	1017
By John L. Scott	
Will Big Business Smother the Jobber? . . . . .	1019
By E. E. Troxell	
Are the Client's Salesmen the Reason for Account Switching? . . . . .	1021
By Eugene Whitmore	
How One Jobber Uses Warehouses to Expand His Territory . . . . .	1025
By Ruel McDaniel	
If the Salesmen Won't Study the Sales Manual . . . . .	1029
When the Sale Runs into Big Figures and Prospects Are Scarce . . . . .	1033
By J. G. Donley	
Checking the Results of a Sales Plan Against Its Cost . . . . .	1036
By Walter F. Wyman and Henry H. Morse	
Ann Pennington Stars in New Sales Film . . . . .	1041
Dartnell Check-up on Distribution of Advertised Products . . . . .	1044
The first article on Hutchinson, Kansas	
Biography Records Patterson's Sales and Advertising Policies . . . . .	1050
By Roy W. Johnson	
Motor and Truck Sales Reflect Brisk Market in Southeast . . . . .	1054
Columbia Economists Endorse Installment Selling . . . . .	1057
Selling the Same Line for 25 Years . . . . .	1058
Editorial Comment . . . . .	1076
Tips for the Sales Manager . . . . .	1087

Edited by  
John  
Cameron  
Aspley

ROY W. JOHNSON  
Eastern Editor

EDWIN H. SHANKS  
Associate Editor

E. E. TROXELL  
Associate Editor

HARRISON  
McJOHNSTON  
Associate Editor

JOHN L. SCOTT  
News Editor

A. R. HAHN  
Desk Editor

Subscription Rates: Single copies, 20 cents. Yearly subscriptions payable in advance, \$4.00 for twenty-six issues, anywhere in the United States or its possessions or in Mexico. In Canada, \$4.25, and \$4.50 in foreign countries. Six months' subscription, \$2.00 for thirteen issues. No two-year or clubbing rates.

Renewals: Subscriptions to SALES MANAGEMENT are dropped promptly when they expire. Readers desiring to keep their files complete should renew their subscription upon finding expiration notice in their copy.

News Stand Copies: This magazine is not generally sold through news dealers. For the convenience of subscribers away from the office it is distributed on the news stands of the principal hotels.

Closing Dates for Advertising: Closing date for covers, color advertising, and preferred positions, twenty days before date of issue; closing date for okay of proofs on run of paper advertising, twenty days before date of issue; last form closes ten days before date of issue.

## Sales Come Easy in Troy

The first thing that impresses the advertiser who comes to the Troy market is that the people have the money to spend. Here he finds a class of people who because of their high earning power, have developed active buying habits. For instance, 47% of the Record families have charge accounts in the local stores.

When you strike a combination of high earning power, charge accounts and credit responsibility, you are practically assured of easy sales. All that is necessary is to make the appeal strong and enticing enough to make the consumer want it, and sales come easy, for Troy families can afford to buy more than just the necessary comforts of life. Just think—75% have savings accounts in the local banks!

Come to Troy, and use the Troy Record, the only paper needed to reach this prosperous market. The Record circulates into practically every home of the 22,000 families living within the 4 mile trading radius.

Let us help you in this market. Let us send you more information.

### The TROY RECORD

"Try It Out in Troy—The Try-Out City"

A. B. C. 23,174 Copies Daily

**CHAS. H. EDDY CO.**  
CHICAGO NEW YORK BOSTON



DAVID W. HULBURD, JR., formerly in the editorial department of the Washington, D. C. HERALD, is now connected with the William H. Rankin advertising agency of Chicago.

FOWLER DUGGER, formerly located in Birmingham, Alabama, as representative of *The Progressive Farmer*, has joined the Chicago office of the Standard Farm Papers, Inc.

DON K. WILSON, previously in the advertising departments of the Easton, Pennsylvania *Free Press*, Norristown *Register*, Rochester *Journal-American*, and Chicago *Herald and Examiner*, has recently joined the New York office of *The Christian Science Monitor* as an advertising representative.

B. W. DEGUICHARD has been appointed president of the AC Spark Plug Company, Flint, Michigan, a subsidiary of General Motors Corporation, to succeed the late Albert Champion. Mr. Deguichard was formerly vice-president and general manager. H. H. CURTICE, formerly assistant general manager, will fill the resultant vacancy.

J. S. GARRETT, for several years with the Westinghouse Electric & Manufacturing Company at Mansfield, Ohio, has joined the staff of Fuller & Smith as a member of the department of creative plans and service.

KIMBER L. BARTON, JR., formerly manager of the Mutual Benefit Life Insurance Company, St. Paul, Minnesota, has been appointed director of sales and advertising for the Huntington Shoe and Leather Company of Huntington, Indiana, maker of men's footwear.

H. C. TIFFANY has been appointed general manager of advertising and sales promotion for Durant Motors, Inc. Mr. Tiffany was assistant manager of sales promotion from 1922 to 1924. He now returns to the Durant Company from General Motors, Inc., where he has acted as advertising manager of the Chevrolet Motor Company and recently as assistant manager of export advertising for all General Motors cars.

W. O. NETTLETON, who was associated with Mr. Tiffany at General Motors, has been appointed assistant general manager of advertising and sales promotion.

J. L. OVERLOCK has been appointed treasurer of The Studebaker Corporation of America to succeed N. R. FELTES, who resigned. Mr. Overlock will also be treasurer of The Studebaker Corporation of Canada, Limited. Previous to his appointment he was comptroller and director of the Armour Grain Company.

WILLARD T. CHEVALIER, business manager of the *Engineering News-Record*, has been appointed general manager of the civil engineering and construction publications of the McGraw-Hill Publishing Company, which includes *Engineering News-Record*, *Construction Methods*, and the work of the business news department.

Colonel Chevalier joined the staff of *Engineering News-Record* in 1922 as associate news editor. Prior to that time he had been actively engaged in the practice of civil engineering.

IRA WEBSTER BAKER, formerly president of the Roger Williams Company of Cleveland, has been elected a vice-president of the William H. Rankin advertising agency. Mr. Baker is credited with having introduced, earlier in his career, the hand-painted colored poster to bank advertising.

ROBERT P. CRANE has been elected vice-president of Crowell, Williams & Company, Inc., Chicago advertising agency, and the company name has been changed to Crowell, Crane and Williams & Company.

JOHN E. WILEY has been elected vice-president of John S. King Company, Inc., advertising agency of Cleveland.

S. H. GIELLERUP, formerly with George Batten Company, has become an account executive of the Frank Seaman, Incorporated, advertising agency of New York City.

WALTER J. GARVEY, formerly with the World Wide Advertising Corporation, has joined the Winston & Sullivan, Inc., New York advertising agency, as account executive.

GALEN SNOW, for the past five years advertising and sales promotion manager of the Greenfield Tap and Die Corporation, Greenfield, Massachusetts, has resigned to become treasurer of W. M. Remington, Inc., national advertising agency of Springfield, Massachusetts. Mr. Snow last spring received one of the A. W. Shaw awards for his analysis of the industrial markets of the United States.



# Sales Management

A DARTNELL  PUBLICATION

VOLUME THIRTEEN

CHICAGO, DECEMBER 10, 1927

NUMBER TWELVE

## Is There a Sales Answer to the Sharp Decline in Profits?

**F**OR many years there has been a degree of unintelligent optimism in American business which has refused to face underlying analytical facts, especially regarding sales.

Many considered it better policy not to pay too much attention to these facts in order to keep everybody in the selling end "full of pep." In my opinion this psychology had something to do with the alternating boom and depression days. Facts ignored too long cause sudden explosions.

But we have a different attitude today. We are less afraid of real facts, and do not get either as much elated or as much depressed as we once did. We prefer to know the honest truth about business in order that we may meet it. We do not shout "pessimist" at the man who discovers flaws in our so-called prosperity and who uncovers the true situation.

### Taxes Reveal Slump

**F**OR this reason nobody is going to fall into a panic because the government corporation tax returns indicate that gross profit on sales for business in America as a whole, dropped from 23 per cent in 1923 to 16 per cent in 1925 (the last year for which figures are available). Nevertheless, the business man who doesn't "sit up and take notice" at these figures certainly has no comprehension of vital business analysis. A drop within

### *A Study of Corporation Profits Shows Pressure Upon Small Concerns Is Particularly Marked*

By J. GEORGE FREDERICK

two years of 7 points out of 23 in gross profit, which is a reduction of nearly one-third, is something that business cannot possibly afford to take lightly.

### Tax Figures Analyzed

**I**N particular, it is something which the sales manager who thinks about his profession must ponder over carefully. His own business may not be following this tendency to declining gross profit, but then again it may be even exceeding the general figure. Certainly we have been hearing much in the past year about "profitless prosperity" and a narrowing down of net profit, conditions which without question are widespread and due to the decline in gross profit as the leading factor.

Before making any observations upon the significant decline in gross profits on sales, let us examine all possible detail of the facts as reported by the government tax returns, which are the most searching and authentic figures, in my opinion, which are obtainable regarding American business. Table 1, on page 1008, shows figures as to gross profit on sales for all the main divisions of American enterprise for the years 1923 and 1925, and gives the percent-

age of increase or decrease.

As will be noticed, there is a very wide disparity between the different branches of business. The railways, public utility banking and

insurance fields, on which the gross profit is and always has been very small, pulls down the general average. This does not, however, destroy the comparative situation or minimize the decline.

Both 1923 and 1925 were good business years, and are therefore logically on a par. A comparison between 1925 and 1924 would not be so significant, because 1924 was a poor year. There is no reason consequently why one should not take most seriously what the figures disclose. The fact that this is 1927 and the figures are for 1925 need not in the least invalidate the comparison, because it is almost certain from the conditions of this year that, if anything, the tendencies disclosed in 1925 have continued.

### Profit Decline Gradual

**C**ENTERING our attention upon the manufacturing field as a whole, we can see reduction in gross profits from sales was somewhat less marked than in other fields of business, but still closer to the general average. Gross profit in 1923 on manufacturing industries was 26.14 per cent of total receipts, whereas in 1925 it declined to 20.65 per cent. This is a reduction of 5.49 points

**TABLE I.**  
**Statistics of Gross Profits from Sales in**  
**Recent Years**

(Compiled by the Business Bourse, New York,  
from Government Corporation Tax Returns)

	Per Cent of Gross Profit on Sales			Per Cent Decline of Gross Profit 1925-1923
	1925	1924	1923	
Agriculture	24.2	25.45	28.27	-14.3
Mining	24.1	24.52	35.37	-31.8
Food, beverages, tobacco	16.8	17.09	21.29	-21.0
Textiles and products	17.4	16.82	20.64	-15.0
Leather and products	17.6	17.61	16.72	+ 5.2
Rubber and rubber goods	23.8	25.43	25.12	- 5.2
Lumber and wood products	22.3	23.33	26.82	-16.8
Paper, pulp, etc.	24.3	23.29	24.38	- 3
Printing and publishing	28.0	28.36	37.41	-25.1
Chemicals, etc.	26.8	25.67	27.19	-14.3
Stone, clay, glass	31.6	32.52	33.64	- 6.0
Metal and products	19.1	25.13	29.63	-36.2
All manufactures	20.6	22.42	26.14	-21.1
Construction	13.9	14.22	15.82	-12.1
Transportation, utilities	3.9	4.95	37.94	-89.7
Retail and wholesale trade	16.4	18.07	19.33	-15.1
Professional, amusements, hotels	18.2	19.60	41.73	-56.3
Banking, insurance	2.0	1.59	5.19	-61.4
All corporations	16.1	17.88	23.77	-32.2

or about 21 per cent. The variation in this decline among the various manufacturing industries is shown in Table 1 and is such as to indicate that the decline is not an erratic one, but is fairly consistent. This is again in agreement with the general narrowing tendency of business profit, both gross and net, in the last three years.

If for contrast we study 1924 we find that the decline in gross profit from sales was actively under way, but had not fallen as low as in the better business year of 1925. The gross profit from sales in 1924 for the manufacturing field was 22.42 per cent and for all business 17.88 per cent. Thus, although business improved in 1925, obviously it improved *despite* continuing decline of gross profits. Again it is noticeable that the decline is steady and consistent and not meaninglessly erratic.

How generally operative has been the tendency toward reduction in gross profits is indicated by the fact that in the distribution field, both retail and whole-

sale, gross profit on sales declined from 19.3 per cent in 1923 to 16.4 per cent in 1925. This is not nearly as sharp as in the manufacturing and general fields, but is also well marked.

It should be pointed out that American business men are evidently working might and main to meet the situation of lower gross profit. This is indicated by the fact that net profit was increased by one per cent in 1925 over 1924, and that the operating expense of all corporations was reduced from 69.2 per cent in 1923 to 63.4 per cent in 1925. The receipts from other sources than sales have increased. Total expenses were reduced from 94.3 per cent to 93.2 per cent in 1925 as compared with 1924. How this was done is doubtless a lively story if the mute figures could speak. The indications in the tax returns are that salaries for executives have been increased in percentage ratio. Abler brains are being called in to meet the situation.

The pressure upon the small corporations is particularly

marked, as corporations making over \$5,000,000 net profit gained 25 per cent over 1923, while the remainder declined 11 per cent. One thousand one hundred thirteen firms in 1925 made over \$1,000,000 in profit, and their combined profit was 52 per cent of all business profit. One-quarter of all corporations made a profit of less than \$2,000, and 41.3 per cent show a deficit.

What about *net* profit? The percentages of profit made by various divisions of business, and the degree of increase or decrease over 1923, are shown in Table 2 on page 1060.

It is now up to us to put some kind of interpretation and explanation upon these figures. Why have gross profits declined so markedly? What is the meaning of the tendency? I can only bring to bear on the subject my knowledge as a business analyst, and submit the result for further discussion. Some of the elements entering into the explanation are well known, such as the farmer's condition, "hand-to-mouth buying," the international situation, the slow decline of the price level, the rise of wages, etc.

#### Exporting Possibilities

I believe that these factors are *secondary* to the main cause, which is that of *distinct surplusage of production capacity*, with its resultant heavy overhead. American plants during this period have been at 60 or 65 per cent production capacity, on the average. Why? Because sales volume declined, sales resistance and sales cost increased. Again, Why? This is the final, significant question. I believe the answer to this ultimate question is that we have begun to reach that serious selling point which represents roughly what can be sold by ordinary methods, without fundamental creative selling effort of the new type such as already is being very skilfully used in some industries.

American manufacturing has been moving along over a fairly standard selling route for many decades, with a splendid infusion of strength in the last twenty-five years from advertising. Many

(Continued on page 1060)





The Palmer House in Chicago's Loop was one of the four centrally located points in the city where all models of the new Ford were placed on display December 2. From early in the morning until late at night eager crowds thronged past the new models.

The fifty-two authorized Ford dealers in Chicago were allowed to have one salesman at each of the four places where the cars were shown to take orders and obtain lists of prospects. It is reported that some 100,000 orders were taken all over the country the day of the new Ford's introduction.

## Nation's Traffic Jammed as Millions Swarm About the New Ford

DECEMBER 2 was the date set for the formal introduction of Henry Ford's celebrated "new car." And that date, it seems in the light of the nation's rousing reception, will go down in automobile history as possibly the most eventful the industry has yet experienced.

For six months both the trade and the public had been expecting to hear momentarily of the new Ford's arrival. Instead of abating when it still did not appear, interest grew keener and expectations higher. The delays in its coming are credited in many quarters with having had a retarding effect on business generally; it is certain, at any rate, that it has held back purchases of automobiles, even in the fine car field.

As the opening gun in its intro-

*Curious Crowds Greet New Car With the Same Enthusiasm in Chicago and Boston, San Antonio and Toledo, and Wherever Else It Was Shown*

ductory advertising campaign, full-page advertisements appeared simultaneously in newspapers all over the country on November 28. Tying in with it was local copy telling where the models would be on display in their respective cities on December 2. Full pages continue daily until the doors of the showrooms were thrown open, the copy on the preceding day having given pictures, specifications and prices.

For months previous to the first announcement of the Ford Motor Company, local dealers had been forced to content themselves with stressing in their copy only the slogan, "Wait for the New Ford."

Until November 28 that was the best they could offer. In spite of an appalling lack of information regarding the car, however, thousands of orders were taken from persons who did not have the slightest idea of what it would be like. Some estimates state that several hundred thousand orders, with down payments, have already been received from dealers. Unquestionably, the announcement has met with a wide-spread interest never before approached in a new product.

In metropolitan centers all models were displayed at one or more central exhibition halls. In large cities one or more models only were available for each dealer's showroom, while in the smaller towns the public had to be satisfied by looking at pictures in the direct advertising pieces.

In Chicago, the Ford Motor Car Company placed models in four central localities—one in the Loop, one on the north side, one on the south side and another on the west side. Police were necessary to keep a traffic lane open through the Palmer House in the Loop and to keep the public in line to take their turn at viewing the car. The west side crowd slowed up traffic for two hours in the late afternoon. The SALES MANAGEMENT reporter saw the car at the north side showroom. It took practically ten minutes to get close enough to the center of the crowd to see even the color of the car.

Dealers will not get their models until December 10 and the showing was made by the Ford company. Each dealer was allowed to have one salesman at each of the four showrooms to take the orders as they came in. At the dealers' showrooms a stream of people kept coming in, asking to see the new car, and they could only be directed to the nearest showplace. However, these showrooms were all dressed for the occasion and lent an atmosphere of expectation and festivity. Each person, as he came in, was asked to fill out a card with his name and address so that the dealer could send him additional literature on the car as it arrives.

#### 65,000 Sold in London

IN LONDON, the press reports that 65,000 cars were sold in the first seven hours after the show opened. In the United States, over 100,000 have been sold since the announcement was first made and there is no estimating how many were sold on the second of this month when the car came out. Orders are to be filled in the order in which they are taken, as the production capacity is still limited to about 1,000 cars a day in the Ford plant. Assembly plants over the country are equipped or are being equipped to handle the production as rapidly as possible.

In all of the showrooms where the models were exhibited were diagrams of the car showing the new mechanical features. This was at the door. The models came

next. Around the ceiling, cards printed in blue and grey showed the new points in the construction of the car. All of them were selling points. Each card bore a message—a point in itself. They ran like this—New specially designed wire wheels, New standard gear shift, New attractive color harmonies, New front and rear axles, New four wheel brakes, and so on.

Sixteen such messages hampering home the new features of the car and selling the public as it went along looking at the car. When they had gone down the line there were two signs, one on either side of the hall, showing the prices for the different models. They were given a sheet showing the location of every Ford dealer in Chicago and vicinity.

#### 75,000 See Car in Boston

A HEAVY downpour of rain that continued from noon on, failed to dampen the spirits of the curious in Boston. It is estimated that in New England itself over 500,000 people gathered to look over the new models. In Boston alone over 75,000 stormed the two showrooms at Somerville and Cambridge. One man started from far up in New Hampshire and arrived here at 3 a. m. to see the new car.

By 8 o'clock the morning of December 2, thousands had gathered at the Somerville plant. So great was the demand to see the new car that the officials were forced to open the doors an hour earlier than announced, at eight-thirty rather than at nine-thirty. Ropes had to be placed several feet away from each model to prevent the crowd from literally tearing them to pieces. Seven cars were on display at Somerville and two at Cambridge. The count at noon showed that 25,000 people had viewed the cars during the morning.

There are forty-two dealers in metropolitan Boston. The only places where the actual cars were on display were at the two plants already mentioned. All the dealers, however, were well supplied with photos and specifications. Lectures were given by all dealers. In many agencies pictures

taken of the new car were shown. At the two plants both lectures and moving pictures were given continually during the day. The pictures showed the new car in the making.

Although no definite number can be determined as yet, it is estimated that first day sales locally ran up into the thousands. The Tudor model proved to be the most popular and the new sports model also came in for a good share of attention. The new truck models were also popular. Women were especially impressed with the new color combinations. The men were chiefly concerned with the mechanical changes.

With only ten new cars in Boston at the present time, the outlook for a rapid delivery here is not exactly bright. The delivery price here is from \$50 to \$75 higher than the f.o.b. prices quoted. No statement as to when deliveries would begin has been given out except that it would be as soon as possible. Sample cars for the local dealers are first on the list. In very few New England cities were there any actual models on display. A few, and very few at that, had a Tudor sedan model but nothing more. Interest is reported very keen in these cities in spite of the lack of actual sample cars.

#### 15,000 Prospects in San Antonio

WHEN a SALES MANAGEMENT representative walked in the door of San Antonio's Municipal Auditorium at nine o'clock the night of December 2, the clocker at the door clicked his little counting device and the number registered was 22,757. These people had visited the Auditorium that day in an effort to see, or catch a glimpse of, one of the three new Fords which were on display there.

Children were not counted, and a back entrance had been used by more than 2,000 visitors. About three thousand children were not registered on the counting machines, making a total of more than 27,000 pairs of eyes to gaze on the lone sport phaeton, Fordor sedan, and one chassis.

There are five Ford dealers in

(Continued on page 1081)



# Special Brands

**I**N A RECENT trip West I had discussions with a number of leading jobbers, some of them doing a national business, on the advantages and the disadvantages of selling their special brands of merchandise.

One of the arguments used by the jobbers in favor of the special brand is, first of all, that it advertises and stabilizes their business. In other words, the jobber owns the brand and the selling of this brand through his salesmen, advertises his house. Selling this brand naturally does not build up the business of the manufacturer. When a manufacturer sells special brands to jobbers, the identity of the manufacturer disappears. If his product is of excellent quality, the jobber builds up a business on the goods and derives the full benefit therefrom. There are a number of manufacturers in this country

## *Is the Private Brand Business Settling into the Hands of the Very Large Jobbers?*

By SAUNDERS NORVELL

who do a large business making special brands for jobbers, but the names of these manufacturers are practically unknown to the trade.

Another argument used by jobbers in favor of special brands is that as so many of the nationally advertised lines are sold by jobbers at cut prices, the competition on these lines is very keen but

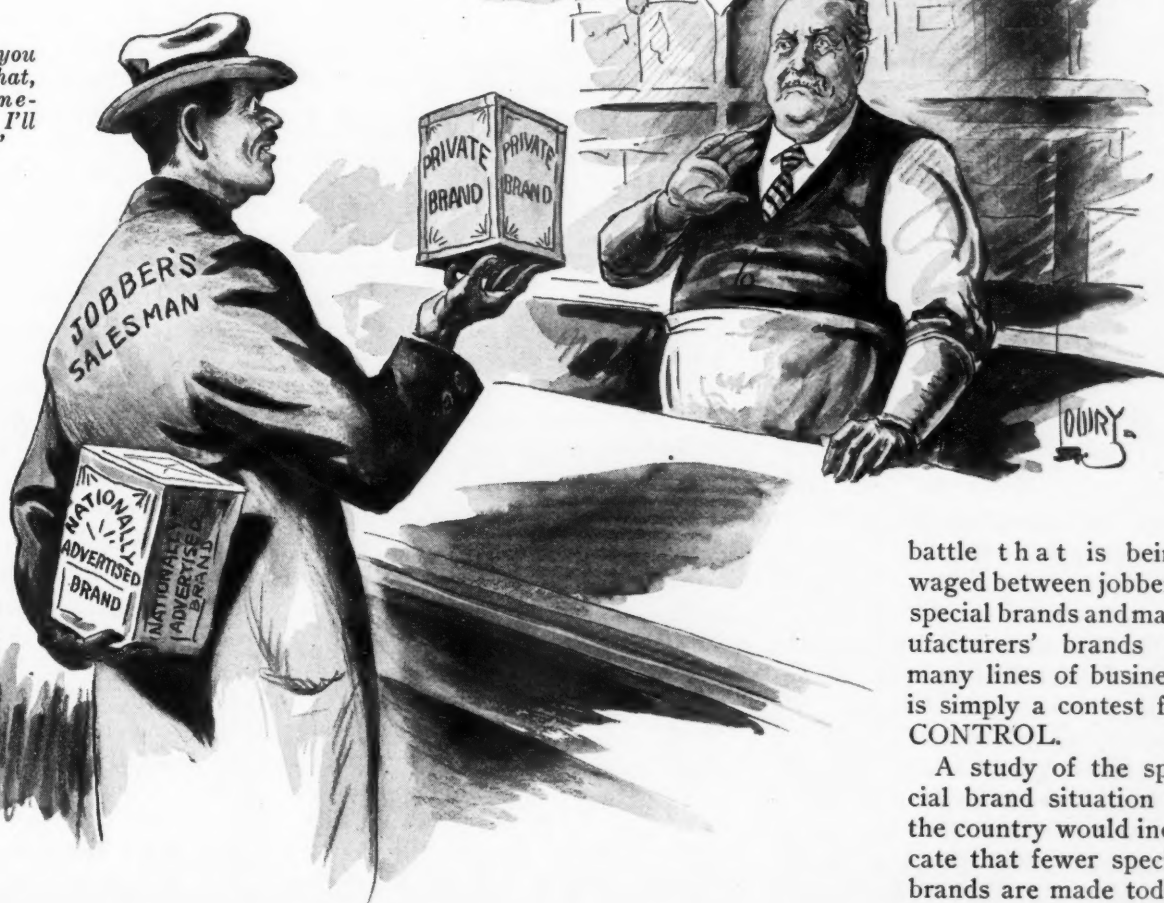
that if the jobber controls the line, he can establish his own price on the special brand and so be sure of his profit.

Another argument used by the jobber is that, having once established

a special brand, the retail merchant, if the goods are satisfactory, will have to come back to the jobber when he desires more of the goods as, naturally, he cannot buy this special line from any other jobber.

In a word, the principle back of the special brand idea is the CONTROL of the line. Thus the

"Well, if you won't buy that, here's something else I'll sell you."



battle that is being waged between jobbers' special brands and manufacturers' brands in many lines of business is simply a contest for CONTROL.

A study of the special brand situation in the country would indicate that fewer special brands are made today

than formerly. The special brand idea has just about settled into the hands of the very large jobbers—jobbers who have unlimited capital and a large sales force and who are well-organized in a selling way to put over their brands.

As a general proposition, medium-sized and smaller classes of jobbers have found that it is not to their interest to attempt to put over special brands. The main reason for this is that they have discovered that as special brand goods must be especially prepared by the manufacturer, with individual dies and stamps and with individual boxes and advertising matter containing the name of the jobber. It is necessary for them to place their orders with the manufacturer not only in large quantities, but a long time in advance. It has been discovered as a result that the turn-over on special brand goods is very slow and that it requires a much larger investment in inventories, as well as very careful guessing as to the future volume of sales.

#### Lack of Advertising Felt

**J**OBBERS carrying special brands frequently find they run out of certain staple numbers under their special brand while they have large stocks of other numbers and sizes. Particularly at inventory time, they discover that their stocks are not well balanced. Therefore it requires a lot of hard, close work with their salesmen to push the numbers that are slower movers. Of course there is nothing that a salesman dislikes more than these "close-out" or "push" lists. When a salesman receives such a list, he is always irritated and after a while, when he has received the same list time after time with the same old goods on the list, the sales resistance on the part of the salesman himself is very difficult to overcome!

On the other hand, when manufacturers sell their own brands, they naturally expect to carry the inventory themselves. They accumulate ample stocks and the jobbers who sell these standard manufacturers' brands can buy at frequent intervals, just as the goods move off their shelves. This

leads to very quick and satisfactory turn-over. It also places the jobber in a position to keep his stock well balanced, so that at the end of the year, when inventory time comes, there are few, if any, stickers for salesmen to work off.

Then again, hardly any special brands have national advertising to back them up, whereas manufacturers in many lines spend great sums of money advertising their products to consumers so that a steady consumer demand is created. This demand naturally has its effect upon the retail dealer because he finds that the manufacturers' brands are actually called for and although, at times, the profit is not quite as large as the retailer may desire, still at even a smaller profit he is glad to see the goods moving. It is simply a case of a nimble penny being better than a slow sixpence.

The arguments pro and con between special brands and manufacturers' brands are fairly well balanced. Even a manufacturer, when he takes a broad view of the problem, can in many cases see why jobbers, especially large jobbers, should not be criticized for desiring to push their own brands. A manufacturer can even see why jobbers should instruct their salesmen to give their own brands preference all the time.

#### Selling at Home and Afar

**T**HERE is another phase of this special brand problem to which jobbers, especially large jobbers, should give thoughtful consideration, i. e., conducting a jobbing business in a big city is practically the same thing as running a franchise. In almost every big city there are only two or three very large jobbing houses. These houses are wonderfully organized and are giving remarkable service to the trade.

Now in the case of a national jobber, in selling his goods he is confronted with two sales problems at the same time. One of these problems is the selling of goods in far-away territories. Such sales are made in the home territories of his commercial adversaries. In these territories, the national jobber may find it to his interest and, in fact, be satisfied

to give certain retailers arrangements on his special brands which are practically exclusive. In other words, in these far-away territories the national jobber does not expect to do all the business. He is satisfied with a fair share of it and he finds in many cases that he can get this share by making exclusive arrangements for the sale of his special brands.

The retail dealer, also with the object of gaining control of a special line, of having something that his competitor does not have, is willing to concentrate a large part of his business with a far-away national jobber just because he can obtain a line of goods which he can advertise and on which, by reason of exclusive sale, he can maintain a fair and reasonable profit.

Therefore this problem of the national jobber, viz., selling goods out of his natural territory, is a comparatively simple one.

#### The "Pet" Account

**H**OWEVER, the other problem that confronts the careful-thinking jobber when he considers his natural home market is an entirely different proposition. Here he finds that it is the disposition of his salesman to enter into an exclusive sales arrangement with his retail customer. This retail customer advertises the goods. He arranges show windows of these goods. Since this special account is, in a sense, a "pet" account, the salesman receives his mail in care of this dealer and makes the store of this dealer his headquarters when he visits the town.

As a result of this very close working arrangement with one dealer, the logical and natural thing happens with the other dealers in this town. They do not feel so friendly toward this jobber's salesman or this jobbing house. Other national jobbers from other cities come into the home territory of this jobber and, following his plan in far-away territories, they also make arrangements that are practically exclusive ones with dealers in towns in the local territory of this large jobber, or even in his own home town!

(Continued on page 1073)





*This small independent grocery and meat market was revamped and rearranged following the advice and with the help of the jobber's merchandising man. Sales picked up immediately.*

*(Below) Walter P. Boos, secretary and treasurer, Paul E. Kroehle Company.*



## Retailer Mortality—What Can the Jobber Do About It?

**N**INETY per cent of the jobbers I have called on in the past ten years have brass-tack cost systems, perpetual inventories to control stock, and know how to meet promptly the needs of their customers. Because of declining profits, they have been forced to eliminate every item of extra expense and to control their business in an orderly, systematic way. But this hasn't solved their problem. Efficiency alone won't do it. This plays a big part, of course, but there's much more. *How to increase the retailers' sales* is the heart of the whole situation.

### Chain Store Growth

The independent grocers are bewildered, and in the big cities they are really frightened because of the rapid strides of the chains. It is said that already 50 per cent of the urban sale of food products is made through chain units, with some cities, like Cleveland and Brooklyn, showing a 70 to 30 per

### *How Several Leading Jobbers Are Answering this Question*

An interview by Harry E. Martin with

#### WALTER P. BOOS

*Secretary and Treasurer, Paul E. Kroehle Company, Cleveland, Ohio*

cent ratio between chains and independent grocers. The jobbers' salesmen have seen the situation, too, but many of them apparently are as bewildered as Joe Simoni and Jack Jacobs, who have never known the bite of vigorous competition until the last five years.

### Service Must Be Improved

The real truth of the situation, studied from both the retailer's and the distributor's viewpoints, is that the jobber has, for the most part, overlooked the best means for the salvation of himself and his customers. Trying to solve his own problems, those that have been bearing heavily down upon him, the wholesaler has not kept his eyes open to the situation which his customers and pros-

pects face. Attempting to solve pressing problems on the inside, he has failed to see that real and ultimate success depends upon making the grocer a better retailer.

The weakness of the wholesaler link is that it has been a selling link,

whereas modern retailing demands that it be a distributing-merchandising link, a service organization that gets the goods to the local distribution point and helps the local unit—the grocer—to get the goods quickly into the hands of the consumer.

### Pleasing the Consumer

It's the consumer who holds the purse, who pays the jobber's rent and profits. And the public buys its groceries and kitchen and laundry supplies where it wants to buy them, where it is going to get the merchandise not merely on the basis of low prices—that's always a factor—but where the merchandise is clean, where it can be readily seen and selected, where location is convenient,



*How one jobber-manufacturer merchandising aid resulted in better use of dealer helps and subsequently increased sales. An independent grocery store in Cleveland, Ohio.*

where light, layout and service are inviting and pleasing. These are what you find in the successful chain stores. This is exactly what the independent retailer must add to individual ownership and personal service.

Right here is where the system has broken down. The jobber has usually been content to sell the ex-clerk and the ex-steel worker a stock of merchandise and then keep supplying stock as long as the business continued, without helping poor John or Tony to anticipate his problems; to find the best possible location in his community; to plan the best layout, counters, windows, shelving for the advantageous showing and selling of goods; to master the basic principles of keeping stock, building displays and increasing business. Education of the retailer is the only salvation. Fewer storekeepers and more merchants seem the only way out of the present disintegrating situation.

#### **Buying Only One Factor**

Buying is a basic factor, of course. The retailer desires to purchase goods at the lowest possible price so that he can legitimately beat competition, and this is why cooperative buying has developed in some sections, why in others so-called chains have been, or are being, organized and spon-

sored by jobbers to compete with the big chains. But more than buying is involved here. That's already clear.

#### **Improve Material at Hand**

The jobber's future in this field, therefore, lies not in hiring better salesmen, but in making his present staff *merchandising experts*, educating them to be supervisors, men who can aid the grocer as the chain supervisor helps the chain store manager. The wholesaler must supply the training school for the independent grocer, must help him to know how to select and stock the right kind of merchandise for the community he attempts to serve. The jobber should have a man, or men, who can visit customers' stores, suggesting ways to get better layout, to arrange stock attractively and logically, to make frequent changes in selling displays, to keep the store neat and inviting, to maintain a simple accounting system, and to bring more customers into his store.

Thus, when John Smith, ex-steel worker, desires to open a grocery in Youngstown, the jobber's expert can aid John in selecting a convenient location, in deciding on the best kind of front, shelving, service counter and windows for the location. The average grocer, when he opens his shop, knows little about the busi-

ness. He needs constructive assistance. Such educational work would cut retailer mortality. It would assure fewer but better grocers.

Hence, it is not so much a special hook-up, a cooperative organization, that the retailer needs, as it is a helpful service from the distributor. And it's much better for the wholesaler to lend such a merchandising service to his 3,000 customers than to encourage the formation of a group which may take in only 300 or 400 of these customers. All need such cooperation, and most of them will perish if such aid is not forthcoming.

#### **"Proofs of the Pudding"**

This type of merchandising service would tend to stabilize the retailer's business for the jobber. Likewise, such a condition would be helpful to the manufacturer, because besides stimulating a steadier volume, it would assure better use of dealer helps and neater displays of more products. How obvious it is that education among grocers would boost business all along the line!

Nor would such a plan or department necessitate much expense to the jobber. One or two salesmen less, perhaps, because if such a department functioned effectively, the grocer would buy more intelligently and place more dependence on the jobber to meet his needs. Diagnosticians may cost more than old-time blood-letters, but think of the remarkable results that will accrue if the cure is applied at the source of the present-day retailer difficulty! A salesman with some special training in store management, or a new live wire brought into the organization, would provide the nucleus for such a department.

"Will the plan work?" skeptics always ask. The proof's here, picked up within the last six months:

One jobber in a mid-western state, with a merchandising man, recently advised a grocer in a city of 10,000 to put up a modern front, to rearrange his stock in order to show more of the merchandise, and also to put in new window

*(Continued on page 1078)*



# Heal the Sore Spots in Credits

AT THE outset, let it be said that the credit department of any business can, and should become, a selling power second only to the personal sales effort and direct-by-mail selling of the sales department itself.

The wide awake retail merchant has changed his business methods, and particularly his policy of buying. With the retailer's buying policy changed and his buying power generally greater, the methods of wholesale selling must keep pace. Credits, now more than ever, play a very important part in wholesale selling. The old "hard-boiled" methods and attitude still prevalent in many credit departments, must make way for a new and progressive custom. Every real credit man must become a producer. The spirit of the credit department and the sales department must become one for one union of purpose.

About eleven years ago I first entered the field of credits in a wholesale way in one of St. Louis' largest wholesale general merchandise houses.

Very soon I discovered that the sales department almost to a man, and many customers, looked upon the credit department as a sore spot in the business. A sort of bugaboo. Many orders—and especially the larger ones—are lost because of a turn-down letter, which, if the letter had had some real human touch, a little more tact and a real *you* spirit, might have been saved. The effect of an interview at the credit man's

*When the Credit Man Has the Sales Slant, Every Collection Letter Sells While It Brings in Money*

By G. A. LANG

desk is a parallel situation.

Acquaintance with many sales people has given me the opportunity to learn that this bugaboo scare or sore spot seems to exist in a great many businesses. The salesmen seem to fear inviting their customers to the credit man's office. Many merchants carry that same feeling, and I have known of instances where they have refused a suggestion to become acquainted with their credit man.

My work, prior to coming into the field of credits, was that of advertising and sales promotion, so, very naturally, my ideas were somewhat different and I proceeded to take the sore spots out of my credit territories. When it became necessary to be hard with a hard customer, I got hard,

*Just the right touch of friendliness in a credit letter will not only save orders, but create new business.*



Mr. E. M. Peters,  
Shreveport, Louisiana.

Dear Mr. Peters:

Just a little while ago I passed a nice order for you. I like to pass your orders, Mr. Peters, and every time I get one I think to myself. "Gosh, I wish I could meet that man." I am sincere about that, Mr. Peters.

Several times I have invited you to come up here, but I am going to try to insist that you come up during the coming market season, which is in the early part of August, when many Louisiana merchants come up.

Really, I think we have something interesting for you here in our house; in fact, many things that would be interesting to you.

Judging from the way you pay your bills and handle your correspondence, you must have a store that is very nicely arranged and a place where people like to buy.

No doubt you have learned the merchandising business well, but you will agree that two heads are better than one.

but the basis of my claim that the credit departments should be productionized was, and now is, stronger than ever, that every man likes to be appreciated. The good man, small or large, should be shown the credit man's appreciation.

Any customer who keeps a nice, clean account likes to have someone tell him how much his account is appreciated. Whose word to that effect could bear greater weight than that of the credit man, or whose word would be more fitting? The salesman can tell a customer he wants more of his

business and that the house appreciates his patronage. It will go a long way toward increased purchases, but, I declare that when a credit man tells that same customer that he wants to see the account grow and invites him to use his account more freely, the credit man's word will carry more than twice the weight of the salesman's.

With this thought in mind I proceeded to sell the credit department to the sales department and their customers. The members of the sales department were made to feel that their customers were my customers also, and the customers were instilled with the same thought.

### Credit Men in Human Roles

When a customer from my territory came into the house I often made it my business to get personally acquainted with him. I went out on the sample floors and hunted him up. If it was an old and satisfactory account, and if my investigations showed that a larger account could be taken on, the customer was told personally how much his account was appreciated and that I wanted to see it grow. The customer was encouraged to increase his purchases—all within the salesman's hearing. The results can be well imagined. But many times when the customer was informed that his credit man was addressing him, I found at first that hidden something which silently said "buga-boo." It is a little harder to have such a customer warm up to the "presence" than if some other person in another capacity had approached him, but the meetings always had the intended good effect, on both the customer and the sales department.

Credit department sales development and promotion, as I have studied it and see it, affords an unusually attractive avenue of building the business of any mercantile house, therefore, given the time for deliberation and the careful study of accounts. Training, enthusiasm, and organized for the building of the business of desirable risks, I dare say there is no limit to the tremendous power for real good the credit man can be.

There are thousands of opportunities of every kind.

Thus far we have dealt with personal contact. By far, the greater part of the credit man's sales development and promotion work can be done through the mails. It is also the most effective and widespread. When the merchant is at home with a little time to think, and he gets a real human, heart to heart letter over the signature of the credit man, he just can't help feeling good over an invitation to use his account more freely. It is very easy to guess where the next mail order will go and how the representative from that house will be received.

The letters must be human; they must be written in conversa-

---

FOR eleven years Mr. Lang was a credit man with the St. Louis house of Butler Brothers, the big wholesalers. The methods he described in this article were put to a practical test in his many years of experience with this company.

If you are a credit man, pass the article along to the sales manager.

If you are a sales executive pass it on to the credit man.

If you are the president, owner or general manager of the business, see that both the sales manager and the credit manager read Mr. Lang's article.

---

tional style; they must have personality and ring true. In short, they must be a true representative of the heart and mind of the writer as his natural human self. When the sales department is given copies of letters of this business-building character, they have a real basis for follow-up and the salesmen have a greater wedge and more confidence.

In Bessemer, Alabama, there was a customer who had not bought for almost a year, but prior to that he bought regularly and kept a good, clean account. His name flashed across my mind one day. Immediately I learned that his credit was still as good as before. Then I reminded him that he hadn't bought for so long a time and told him that I wanted a nice order. A copy of that letter was given to the sales depart-

ment. It was sent to the territory representative who had made the regular calls. About a week later we had an order for \$1,125. Not a penny's worth of this order would have been placed with our house but for my letter over the signature and underscribed Alabama credits, for previous to that the salesman had no results.

### Orders from Credit Letters

In another Alabama town there was a customer whose account showed a big decline, partly due to freight rates, but several nice orders came as a result of my solicitations. On October 12, 1926, he sent a check for \$6.30 direct to my desk as usual. I pounced on that check and then wrote him the following letter which is purposely deleted.

"Dear Mr. R.:

"Yesterday morning I got your check for \$6.30. I like to get checks for the house, but with people like yourself, I don't need to worry about the money, because that will come anyhow.

"What worries me most, with a fellow like yourself, is the getting of orders. I get from you, always and promptly, all the money that is coming to —, but I don't think that I am getting all the orders that should come to —.

"I just figured over your account and find so far this year you have given us only \$630.17 worth of business. Mr. R——, I want you to come out just as frankly as you know how, and tell me why there is no more. The year before and the year before that you bought quite liberally of us and I always felt that you were satisfied.

"Now, I feel like there is a 'Nigger in the wood pile,' and I am going to try to find him, and believe me, if I can I am going to knock him in the head.

"Mr. R—— we should have had a nice, big order for fall goods and another nice, big one for Christmas merchandise. Especially so this year, when we have the biggest toy line that we have ever had. There isn't a better line anywhere except as shown in the house of —.

(Continued on page 1066)



# Four Qualities to Consider in Selecting Men

**W**HEN William L. Jacoby assumed the presidency of the Kellogg Switchboard and Supply Company last March, he began almost at once a program of realigning his forces to fit into his scheme of organization. That is to say, one of his first acts on taking up the reins of the business was to appraise the personnel of its various departments, to determine which of the executives and department heads seemed qualified to work together harmoniously under his direction, and to consider plans for insuring the complete coordination of all departments.

## Harmony A Major Rule

**"I**T HAS been one of my cardinal rules of business," Mr. Jacoby told me not long ago, "that harmony and cooperation between members of an organization are more to be sought than individual brilliance. A company may have, at the heads of its various departments, men who are leaders in their respective fields, but unless they are working together for a common cause, they are less valuable than a closely-knit organization of more mediocre men.

"For that reason I seek, first of all, men who regard the progress of the business as a whole above personal gain or honor, men who 'mesh in' with the directing head of the company, with other departments and with the members of their own departments." Mr. Jacoby interlocked his fingers to emphasize his point. "There are other qualities that are important, of course, but to be successful, a business must have department heads who will team together with a unity of purpose."

This does not mean that when Mr. Jacoby took control there followed immediately a radical reorganization in the forces of the Kellogg Company. As a matter

*William L. Jacoby, President of the Kellogg Switchboard and Supply Company, Describes His Methods of Building an Organization*

By JOHN L. SCOTT

of fact, there have been remarkably few changes. Some men who may have been essential cogs under the old regime may not, for any of a dozen reasons, work in so well with the new.

That is the unavoidable situation arising in every business when a change in management takes place. Some men naturally are unsuited to a different kind of treatment; they cannot conform to a system which differs in any respect from the one to which they are accustomed. And the new management, likewise fundamentally opposed to altering its plan of operation, cannot be shaped to follow in the footsteps of the old. In the end it may have reached the same objective but it did not accomplish it in the same way.

## A Plan of Coordination

**"M**Y JUDGMENT in selecting a man for any position is affected by other men composing the department in which he is to work," Mr. Jacoby explained. "Before bringing a new man into the organization it is not enough that I satisfy myself regarding his personal qualifications and his ability to grasp my viewpoint. I must think of him in relation to the men with whom he is to work. He must have qualifications not possessed by other members of the organization, just as they must make up for any shortcomings in his own capabilities.

"Shortly after I came here I saw the need for some changes and additions in a certain department. One or two members of the department seemed qualified to remain, doing a slightly different type of work from what they

were already handling, but these changes would necessitate hiring a new department head.

"I finally found the man I needed. He was working out of town at the time and I interviewed him on a visit to Chicago. I felt that he was just the type of man to round out the department. He would strengthen it where it was weak and the things in which he was inexperienced were being taken care of by some of the others.

## Each Department Shoe Fits

**"B**Y THE time we finished talking I knew he was the man we wanted. I did not ask him to join us at the time, however, but told him to go back to his other job and think it over. I said I would get in touch with him later if I decided to hire him, and if he had been sufficiently sold on our company I hoped he would come. That was on Friday. He took a night train out of Chicago. But the following Monday he was back again to say he was certain he wanted to come with us.

"We had not mentioned in specific terms, the kind of work he was to do or the position he was to hold. He was willing to trust to future developments on those matters, but he was convinced that we had an opportunity for him and he was anxious to fit into the organization. He has since found his niche—the one best suited to him, in our opinion.

"It is on practically the same basis that all new men come into the business. When they are hired I do not know just what they will do. That depends upon the other people I get in their departments to support them. After working together for a few months, each fits into the position he is most qualified to fill. Then, instead of having a few 'soloists' who are individual workers, we have a complete, coordinated department.

"At the present time there is another department where I think a reorganization advisable. But there will be no radical shake-up. Rather, I will search slowly and carefully for the men I want, and will single them out, one at a time. As soon as I find a person to take one part of the work of that department I will get someone else to do another part of the work, each depending on the other for the fulfillment of the department's full responsibilities. By the time this reorganization of personnel is completed, which probably will be several months, each member will have fallen into his own position according to the way he can cooperate most effectively. Our goal is the success of the department as a whole."

#### Character An Essential

**A**SSUMING that an executive he considers hiring must necessarily be of more than average ability, I asked Mr. Jacoby what other qualities he demanded of applicants for positions, besides a desire to cooperate with the directing executive, with the department of which he is to become a member, and with the other divisions of the business.

"Character and force," he replied promptly. "Character is a rather general term, but perhaps I can illustrate what I mean by telling of two incidents. They point out a seemingly trivial principle, but it is important to me. I think the longer I am in business the more importance such little things assume."

"A few months ago, on a trip East, I interviewed two men I was thinking of bringing into the business. After talking with one of them I hired him on the spot. It didn't take me long to decide that I wanted this man in our organization and I told him so. He agreed to report for work a few weeks later and I knew the matter was settled."

"The other man I wasn't so sure about. We didn't close the matter at that interview. I asked him to come on to Chicago and look us over. That was the excuse I gave for having him come. We paid his expenses out here, but the real reason, as I see it

now, was that I wanted to look him over some more."

"While he was visiting us I took him through the plant. I introduced him to the men who would be his associates if he joined us. Later I asked him what he thought of us—whether he was sufficiently impressed to want to work with us."

"I like it fine," he replied. "I think I'd like to work here."

"His words lacked conviction, however, so I pressed the point."

"Well," he said finally, "the only thing I'm doubtful about is the salary. You haven't told me about that."

"Don't you remember the talk we had in the hotel in New York?" I asked him.

"Yes, he remembered it."

"And do you recall that I asked you the salary that would satisfy you if you came with us?"

"Come to think of it, he remembered that, too."

"You told me," I continued, "and I said that I'd pay that if I decided to employ you. Isn't that the truth?"

#### The Result of the Test

**H**HE REPLIED, "Well, then, Mr. Jacoby, that makes it all right. Everything is perfectly satisfactory."

"But everything wasn't perfectly satisfactory with me. I had regarded the arrangement as binding. Evidently the applicant for the position had not so regarded it. He betrayed a trait of character that would make any employer lose confidence in him. It is on men's attitudes toward such things that their acceptability often hinges. It illustrates what I mean by character."

"Next to character I place force or aggressiveness. But there are, I realize, two kinds of force. One may be the sort of misdirected aggressiveness which antagonizes everyone coming in contact with it. A man must be forceful but he must also be politic."

"This lesson was impressed upon me forcibly in the first job I ever had. Graduating from Lehigh University at the age of eighteen with the degree of mechanical engineer, I went to work as a draughtsman. I had that

annoying kind of youthful, inexperienced aggressiveness, I suppose, which rubbed others the wrong way."

"A leak developed in the roof of our office which got on my nerves. I kept telling the superintendent about it and he kept neglecting to fix it. I had plenty of persistence, but it didn't seem to do any good. Finally, in exasperation, he said to me, 'Well, as soon as you have a constructive suggestion to make on the best way to correct the trouble, I can do something about it.'"

#### Diplomatic Forcefulness

**I**T WAS just his way of telling me that I was not diplomatically persistent and not helpful. I had to change my methods. Later I became chief draughtsman. I was ready to take my troubles to the superintendent in a less antagonizing manner and to try to offer helpful suggestions."

"As a matter of fact, I had an opportunity to learn three things through that experience: Not to be so persistent that I aroused resentment, not to go over the head of my immediate superior with complaints, and to be constructive when offering suggestions."

"The other kind of forcefulness—a 'politic' forcefulness I like to call it—may be illustrated by an interview I once had with an important banker. I had just completed the organization of the Inter-Ocean Steel Company, and the banker was one of the stockholders."

"I would like your help in getting the contract for ties from the ——— Railroad," I began, naming the road and the man who was president of it."

"And what could I do to help in that direction?" he countered."

"I think that if you spoke to Mr. ——— (naming the president), he would be inclined to listen to you."

"But why should I speak to him about it?" was his next question."

"Because, as a stockholder in our company, it would be to your own interests."

"But Mr. ——— would think I was trying to run his railroad."

(Continued on page 1085)





*One of several hundred cars used by Post Products in taking orders from dealers to be filled through jobbers. It is not a strain on the imagination to picture them actually delivering merchandise, thereby removing the jobbers from their scheme of distribution.*

## Will Big Business Smother the Jobber?

**A**S AN illustration of the present trend toward mergers and consolidations, largely with a view toward strengthening its market position and decreasing its sales costs, consider the recent history of the Post Products Company, Inc., of New York.

In 1922 this old-established Michigan concern was incorporated in Delaware as the Postum Company, Inc., and its program of expansion began. In succession control has been obtained over these other prominent companies: The Jell-O Company, Inc.; Ingleheart Brothers, Inc.; Minute Tapioca Company; Walter Baker and Company, Ltd.; Franklin Baker and Company; Richard Hellman, Inc., and Log Cabin Products, Inc.

The list of its products, which reads like a page from a national advertising directory, includes Postum Cereal, Instant Postum, Grape Nuts, Post Toasties, Post's Bran Flakes, Post's Bran Chocolate, Post's Wheat Meal,

### *Many Mergers Intensify Precarious Position of Wholesalers*

By E. E. TROXELL

Jell-O, Swans' Down Flour, Minute Tapioca, Walter Baker's Chocolate and Cocoa, Franklin Baker's Cocanut, Blue Ribbon Mayon-

naise and Log Cabin Syrup, not to mention its other line of bakery products.

As a part of its sales promotion work this concern now keeps more than 300 specialty men calling on the retail trade; it has branch warehouses in leading commercial centers. It would be a comparatively easy step for the Post Products Company to eliminate the jobbers and begin filling the orders which its own men are already obtaining direct. Since a large share of the business now handled by jobbers is developed by manufacturers, this would seem to be the next logical step.

If the Post Company was the only concern that had such a



*The back end of the Post Company's salesmen's cars looks like a page from a national advertising directory. And many of its wide variety of products are not mentioned. It is easy to regard the posting of this list on all trucks as the forerunner to an announcement that the company will handle the distribution as well as the manufacture of its products.*

policy of expansion this would seem a less logical conclusion. But the movement is general.

The Quaker Oats Company, manufacturers of breakfast foods, flour and feed, having 49 sales offices in the United States and Canada, purchased the Aunt Jemima Mills Company in 1925. Just recently it took over the Muffets Corporation.

The Borden Company recently absorbed the Reid Ice Cream Company, which was itself a consolidation of a number of other companies in the dairy products field.

In office appliances Remington-Rand, Inc. brought under one management The Remington Typewriter Company, Kardex-Rand Company, Baker-Vawter Company, Dalton Adding Machine Company, Library Bureau, and the Powers Accounting Machine Corporation.

The Snider Packing Company, whose line now includes canned fruits and vegetables of every variety, milk, ketchup, chili sauce and a variety of other food products and condiments, is a consolidation of more than a dozen companies, and includes the T. A. Snider Preserve Company and Curtis Brothers, packers of the well-known Blue Ribbon line.

#### More Mergers Announced

AS THIS is written announcement is made that Procter and Gamble have acquired William Walthe and Company, the public announcement stating that they were offering \$70 a share for the 100,000 shares of outstanding common stock and \$110 a share for the 15,000 shares of authorized and issued preferred, and that the Underwood Typewriter Company and the Elliott-Fisher Company are to merge.

The fifty-one-year-old sporting goods house of A. G. Spalding & Brothers has merged with the 108-year-old house of Abbey and Imbrie, and the recently-formed United Biscuit Company of America is a consolidation of the Sawyer Biscuit Company, Union Biscuit Company, Lakeside Biscuit Company, Streitman Biscuit Company, Felber Biscuit Company, Manchester Biscuit Com-

pany, Merchants Biscuit Company, and the Chicago Carton Company, a carton and container manufacturer.

Recently the Beechnut Packing Company formed an affiliation with United Cigar Stores interests that will put that company's products on sale in United stores throughout the United States and Canada.

According to recent rumors in Wall Street, Sterling Products Inc., and the United Drug Company are to be merged. Among the many products under the control of Sterling are Bayer and Bayer's Aspirin Tablets, Cascarets, California Syrup of Figs, Danderine, Pape's Diapepsin, Pape's Cold Compound, Diamond Dyes, Dandelion Butter Color, Dodson's Livertone, Drake's Palmetto Compound, Phillips' Milk of Magnesia and other Phillips products, Dr. James Family Remedies and Neuralgyne. Sterling also owns a fourth interest in Household Products, Inc., manufacturers of Fletcher's Castoria, and since 1923 has had the management of that concern. If the plan goes through it is understood that the United Drug division will take over the sale of all Sterling products together with all those that it now manufactures, and that the Sterling organization will confine itself to manufacturing. The United Drug now controls a large drug chain, and has always sold direct to the dealer.

The trend is definitely toward consolidation and big business!

#### How Direct Selling Developed

WHILE a firm with one or two lines may not find it either expedient or profitable to eliminate the jobbers, past history furnishes ground for the belief that big business generally finds it both expedient and profitable. The National Biscuit Company is a case in point. Before this company—organized in the trust forming era—was in existence, many of the small constituent companies sold their products through jobbers, just as many of the small bakers do at the present time.

Direct selling on the part of

most departments of the packing industry is an incidental development of great growth. Many small packers still depend on jobbers and commission men for their sales. When the Heinz 57 varieties became well known and well established, this company began selling direct to the retailer. It has not been so long since Procter and Gamble, in most markets, established their own distributing stations, and began to fill retail orders direct. It is a plan that has been long followed by various divisions of the du Pont companies and the Standard Oil companies.

Keen competition, close prices and the need for knowledge and control of the market at all times are driving an increasing number of companies to keep specialty salesmen or missionary men in the field all the time. While theoretically these men are working in the interests of the jobber, and while they do turn their orders over to him to be filled, in many instances, the fact still remains that their major chore is to build the biggest possible sales for the company they represent—an accomplishment that brings no joy to the heart of the jobber, with his stock of a dozen competing brands, and perhaps his own private brand in addition.

#### A Difference in Viewpoint

MANUFACTURERS are aware of this. Talk to almost any manufacturer's specialty man, and he will tell you that he can get better results working alone than he can with a jobber's representative. Talk to almost any jobber's salesman, and he will tell you that he does not care for the assistance that a manufacturer's specialty man gives him. If he is typical he will tell you, moreover, that the specialty men are a menace, and that all they do is to overload his customers on their own particular line.

Because of this difference of fundamental interests, the jobber always has his eye on his own private brands or the thoughts of a private brand line, and the manufacturer contemplates, with satisfaction, the days when he will be

(Continued on page 1074)



# Are the Client's Salesmen the Reason for Account Switching?

ONE of the men in an advertising agency handling the account of a manufacturer of products used by farmers, decided to spend a week traveling with one of the client's salesmen.

He told the client to send him out with an ordinary salesman, not a star or a new man, but a supposedly well-trained man who understood the company's policy, and who knew how to sell advertising.

The advertising man was teamed with a salesman who had a good record over a period of years, but who was by no means among the highest rank of producers for the company.

During the first day the advertising man was simply introduced as a visitor and stood by during each visit and watched the salesman work. What he particularly noticed was the salesman's method of selling the company's advertising program, and in selling the dealer on the use of the tie-up material—dealer helps—to each dealer.

## Where Salesmen Fail

Rather it should be said that the advertising man noticed the complete lack of sales effort on this class of material. The average interview went something like this:

After the usual introduction, the salesman took care of the dealer's needs, and then said, "Oh say, Henry, I want to show you some of the advertising we are doing." Then he fished the advertising portfolio out of his bag and flipped it on the counter, the dealer's desk, or table.

"Here's an ad we are running pretty soon in the farm papers. Isn't that a knockout? Boy, that will help sell our stuff. Now here are some of the ads we are running later on in the year, and some of the signs we are putting out. And look here, aren't those

*Many a Good Advertising Campaign Goes Wrong and the Agency is Blamed, When the Attitude of the Client's Sales Force is at Fault*

By EUGENE WHITMORE

movie slides crackerjacks? You ought to be running them in the local picture show." With a fleeting gesture towards the company's excellent assortment of booklets, offered at cost with

---

MR. WHITMORE is out in the field traveling with salesmen and studying merchandising methods at first hand. This article is one of a series he will write as a result of his field observations.

He has found that what the sales and advertising men think the salesmen are doing, and what they are actually doing, is often quite different. In this article he tells what one advertising agency man did for a merchandise salesman who said his dealers couldn't be induced to use the company's advertising and dealer helps. The agency man showed the salesman *how* to sell advertising—and then the dealers gladly used it, because they saw what it would do for them.

---

dealer imprints, the salesman closed the portfolio and began talking of other things.

That night in the hotel the advertising man made the salesman a proposition. "Let me talk advertising after you have finished."

"I suppose you think you can sell advertising to this bunch of haystackers in this territory. I've talked myself blue in the face and I can't get them to use it," was the salesman's answer. "But if you have any new tricks up your sleeve, you can talk all you want to."

The next day the advertising man took the floor after the salesman had closed his order book, with a small order the net result of half an hour's visit, an inventory of the dealer's stock, and a long harangue about potential

volume of business.

The advertising man began. "Now Mr. Wilson, if you don't mind I'm going to ask you some questions. Not to be inquisitive, but to see if we can't fix up a plan to help you make more

money. Do you mind?"

"Go ahead. Shoot," was the dealer's reply.

"How many customers have you on your books?" asked the advertising man.

"Gosh, I'm danged if I know," was the dealer's answer. It was finally estimated that the dealer had 300 accounts on his books, and a smattering of cash customers whose names were not recorded.

## Real Help for Dealers

"We will consider that you have 400 customers," began the advertising man. "There is a population of 63,000 in this county, but we will not consider all of them. Suppose we knock off half of them to allow for customers out of your trading district and customers who are not prospects for this line. That leaves a population of about 31,500 which should be prospects for you. Just to make it easy figuring we will count five people to a family and 30,000 population. That means you have 6,000 actual prospects. And you have 400 customers.

"That's a pretty good bunch to work on, isn't it? Now here is an idea used by one of our customers in another town. You see this book on poultry raising. It is the finest book of its kind in the world. We print them up in big quantities and offer them to you at a nickel each, with your name and advertisement on the back.

"Why don't you take the telephone book and call all the people on a certain rural line and ask them to come in and get one of these books with your compliments?"

"Say, don't you think I have anything to do but sit and talk to people over the phone?" the dealer was aghast at the idea.

"But it will only take a minute for each call. Let me show you how it works," retorted the advertising man. Then he took the telephone and in five minutes made three calls, each person promising to come in and get one of the free books.

"Well, it might be all right—what do you think about it?" asked the dealer of the salesman. The salesman pitched in and told of another dealer who had tried it and jumped business from nine to fourteen carloads a year as a result.

#### Does Dealer Advertising Pay?

**F**INALLY the dealer ordered 500 booklets and promised to make a telephone canvass. The salesman telephoned the motion picture theater and got the rates on showing slides, and sold the dealer a series of slides. Then he went to the newspaper, and after haggling over rates and position, closed a deal for a newspaper campaign to be paid for by the dealer, the company furnishing the plates.

That night in the hotel the salesman complained that he had no time to spend selling advertising if it required half a day to sell the dealer on the idea of using moving picture slides, newspaper advertising and a "few of those damned books."

Then the advertising man had to show the salesman how all this advertising would sell his line for him and make dealers successful. Finally the salesman agreed to try the plan for a month.

All this happened more than a year ago. The first dealer the advertising man sold has increased his business from seven to twelve cars a year and the salesman's business has shown a remarkable increase. The highest percentage of dealers in his territory are using advertising helps consistently. He has been converted.

Now, of course, we know it is impossible for every salesman to be coached by a professional advertising man, and we also know it is impossible to show such

remarkable results in every case, but we do know that the average salesman is not half selling his company's advertising. He only thinks he is. He, being sold on advertising, thinks it is necessary to show the material and let it go at that. The dealers, in his estimation are too slow, too moss-backed or too lazy to use the advertising. But to tell the truth the dealer fails to use advertising simply because no one explains its power to him in terms that he can understand.

Here we have a strange condition. Manufacturer, salesman, dealer, all "sold" on advertising, but none of them getting the worth of it because none of them understands the other's problems. The dealer thinks the manufacturer is doing enough advertising; the manufacturer thinks the dealer ought to jump at the chance to use free electrotypes, free signs, or booklets. The salesman is a merchandise salesman, not an advertising salesman, so how can he sell advertising to the dealer?

#### Giving Constructive Help

**T**HE average dealer's or layman's conception of advertising is vague. They expect too much from too little advertising. That's why it is difficult to sell salesmen and dealers on the company's advertising program.

Many a good campaign could be improved 20 per cent in sales-making power if the advertising itself were properly sold, and the tie-up with local dealers properly carried through.

Doubtless anyone who has read this far is saying, "Oh, we know that already, but what can you do about it?" Just this. Let the advertising man get out and study the dealer's methods, his mode of thought and operation. Let him work with a dealer long enough (even if it requires a week) to get one dealer started using advertising the way it should be used. Check the results. And then show the salesmen how it was done—explain in detail the methods he should use in selling advertising, and caution him to take the initiative and get the dealer started doing one definite thing each trip. Just leafing

through the advertising portfolio isn't enough. It isn't even a good start. Every dealer knows it pays to advertise. What he needs is someone to show him how to advertise.

#### Train Your Salesmen First

**E**VERY advertising agency man knows this, but most of them have harped on it until they hesitate to mention it to a client. But the truth is that there isn't one salesman in fifty who is really selling the company's advertising to the dealers. All of them think they are doing as much as can be expected. It doesn't do one drop of good to berate the salesmen. Show them, don't razz them, about not selling advertising to the dealers.

I have been on a long trip, traveling with many different salesmen recently. I have watched them show advertising portfolios until I see flocks of portfolios floating around in the air at night. And nearly all of them do the same thing. They just flash through the portfolio hurriedly, confusing and bewildering the dealer, instead of helping him.

Show your salesmen how advertising must be sold, one item at a time. Booklets and mailing pieces one trip, newspaper advertising the next trip, window displays on the next, and so on. By setting a monthly quota on one advertising item at a time, the advertising used and paid for by dealers could be doubled in a short time. And the firm that does this will not kick about its agency or think of switching accounts, for it will be so well pleased that no thought of changing agencies will occur.

#### NEW ACCOUNTS FOR ROBBINS & PEARSON

**R**OBBINS & Pearson Company, Columbus, Ohio, has been appointed to handle the advertising of The Skidoo Company, also of Columbus, manufacturers of a household cleanser.

Another new advertising account of the Robbins & Pearson Company is that of the Jackson Medicine Company, Zanesville, Ohio.



*An illustration from the  
current Odorono advertising*

## A doctor first made Odorono —but his daughter discovered it

A CINCINNATI surgeon was operating on a difficult case one hot summer's day in 1907. Perspiration hampered his work. "Why," he thought, as he sewed up the wound, "not make something that will keep perspiration from hindering me so."

He made Odorono. And the women of his family promptly "discovered" it. Especially Dr. Murphey's daughter, Mrs. Edna Albert. She felt that Odorono had not only an operating room but also a commercial future.

Mrs. Albert first tramped from drug store to drug store carrying samples of Odorono. In every store she was turned down. "No demand for such a product," said the druggists.

Then she borrowed \$150 from her grandfather, stocked a little office with bottles and labels, and worked ceaselessly for five months putting up Odorono and directing a small force of house-to-house canvassers—saleswomen on commission.

From the beginning every consumer was used to try to form a dealer connection. In the second



year Mrs. Albert wrote to all the best-rated dealers in every city where she had six users—wrote in longhand until she could afford a secondhand typewriter.

In three years the business had grown so that she could spend \$4000 in newspaper advertising. For the first magazine campaign \$14,000 was appropriated.

Today practically every drug store in America has Odorono constantly in stock and it is sold in fifty-eight foreign countries. Two salesmen are employed. The business volume is thirteen times greater than in 1910.

*Since 1913 the advertising of Odorono has been prepared by the J. WALTER THOMPSON COMPANY.*

**J. WALTER THOMPSON COMPANY**  
NEW YORK      CHICAGO      BOSTON  
CINCINNATI      SAN FRANCISCO      LONDON

# FULL POWER . . .

*in America's Richest Market*

**F**ULL Power for national advertising in America's richest market calls for the Sunday New York American.

Its 1,099,735 homes buy not for one individual but for every member of the FAMILY, buy not shoes, hats and clothes alone, but also building materials, household equipment and silverware, buy not shoes, hats and clothes alone, but also packaged goods, furniture and motor cars.

These millions are full-living, free-spending, ambitious, young Americans. They pay 10 cents for the Sunday New York American—50 per cent more than other New York Sunday newspapers. They are steady money-earners, eternally seeking the better things with money ready.

FULL POWER means this buying *quality* plus the wider reading plus the longer pull of Sunday advertising in addition to these unequalled circulation figures:

1,099,735 homes in all districts on the day when more members of the family are at home.

755,747 in Metropolitan New York. The greatest standard Metropolitan circulation in America—morning, evening or Sunday.

As many homes in Westchester, Suffolk and Nassau, the three wealthiest buying quality counties in America, as its next two standard competitors combined.

292,246 in The Golden Suburbs—99 per cent of the total circulation of all three other standard Sunday competitors—more than all standard weekday morning newspapers combined—more than all standard weekday evening newspapers combined.

And this FULL POWER on Sunday when most families buy one newspaper, read it morning, noon and night.

Use FULL POWER. Dominate. Quicken your sales.

## Sunday New York American

*The Backbone of New York Advertising*

NEW YORK, 1834 Broadway  
BOSTON, 5 Winthrop Square

CHICAGO, 35 East Wacker Drive  
SAN FRANCISCO, Monadnock Bldg.

---

".....SELL IT IN THE ALL-DAY HOME NEWSPAPER"

---



# How One Jobber Uses Warehouses to Expand His Territory

**F**OR the wholesaler whose growth has about reached the normal bounds of his territory and who is faced with the problem of either settling down to more intensive selling and holding to the business he has, or of establishing branch houses and taking in more ground, there is a practical suggestion in the experience of Lindsay Brothers, jobbers of Milwaukee.

The firm was established as a wholesale farm implement house back in 1883. Soon after its establishment, however, it took on a line of binder twine to accommodate dealers who asked for it. Today it is another case of the tail wagging the dog. The twine and related cordage business has grown so much that its demand reaches far beyond the normal bounds of the firm's machinery territory in every direction. This year the sale of binder twine alone will amount to about 40,000,000 pounds. There are twine jobbers who consider half a million pounds a big year's volume.

## The Gradual Expansion

**S**OON after the establishment of the firm its owners started a branch in Minneapolis in order to be closer to the fertile farming districts radiating out of the Twin Cities. That proved to be a profitable step, and the Minneapolis branch still operates profitably.

The firm concentrated its sales effort upon the territory surrounding the cities in which its two plants were located; but it was not long before the demand for twine came from beyond the normal bounds of the machinery territory. To take advantage of this demand which seemingly came without a great deal of effort on the part of the company, it gradually expanded its twine and cordage territory far beyond the regular machinery zone.

Here arose a serious problem. It was comparatively easy to add

## *Lindsay Brothers' Experience in Warehousing May Offer a Solution to the Expansion Problem of Other Jobbers*

By RUEL McDANIEL

extra salesmen specializing in twine and send them out into this new and broader territory to call upon twine dealers; but to give these dealers the sort of service they needed was not so simple. It was obvious that there was a limit to the territory to be covered by the twine salesmen as well as the machinery department, unless some plan could be worked out whereby dealers could get more prompt service. Should the firm establish branch houses at strategic points in the wider twine districts and serve customers out of reserve stock there, or should it curtail its ambition for further expansion of the twine business?

## The Warehouse Plan

**T**HE latter solution of the problem did not appeal, as there was a good profit in binder twine and rope at that time, and the company had the exclusive distribution of a line that was well known and becoming more popular all the time with farmers and dealers who appreciated good quality. So the company decided to establish a few branch houses, out of which twine alone would be handled, and out of which salesmen for the territories immediately surrounding the branches would work. The plan operated more or less successfully for some years.

Then during the World War a new plan was tried. The branch houses were eliminated, the salesmen covering the exclusive cordage territory as well as those selling the company's complete lines, were called into the two main offices of the company, so far as their direct headquarters were concerned. In order to continue to give the dealers in these more

remote districts reliable service, the company established stocks of twine in warehouses at important distribution centers throughout the remote districts, and instructed its customers to draw

upon these warehouse stocks when twine was needed hurriedly.

Ten years ago the plan was just getting under way and there were less than a dozen of these warehouse connections throughout the company's twine-selling territory. Today there are ninety. Tomorrow perhaps there will be another, or two or three more. Twine business has grown phenomenally in these ten years, and the cost of selling and distributing has failed to keep up with sales increase by a great deal. Although the margin of profit given the distributor is somewhat smaller than it was several years ago, the company still makes a net profit sufficient to make it highly worthwhile to continue to expand its twine and cordage territory.

## Widening Markets

**U**NDER this warehouse plan of distribution the firm has grown from a typically local jobbing organization, so far as twine is concerned, to that of a big central distributing organization covering the states of Wisconsin, Minnesota, Montana, Illinois and parts of half a dozen other states, and practically all the grain-producing districts of Canada except the extreme western section.

According to Frank H. Lindsay, vice-president of Lindsay Brothers, there is practically no limit to the expansion of the company's business, so far as twine sales go, so long as it does not conflict with some other jobber carrying the same line of goods as featured by Lindsay Brothers and who has the exclusive distribution of the line in a specified zone.

"This plan of covering the large territory has been no doubt the biggest single factor in the

growth of our twine business," declares Mr. Lindsay. "Without the use of the plan we could not have expanded as we have, because mounting selling costs would have made it unprofitable for us to have maintained our branch houses except in a few rich districts.

"This system not only makes our twine territory practically unlimited, but it gives better service to our dealers, cuts down the cost of selling materially and saves a lot on freight costs."

It also helps the firm to get new and desirable dealers who would perhaps otherwise patronize distributors nearer them, were it not for the excellent service rendered by Lindsay Brothers.

For example, in July when the wheat harvest was opening in South Dakota, a dealer found himself out of twine and the source of supply upon which he had been depending out of business. Lindsay Brothers salesman had called upon this dealer for some two or three years, suggesting that the company's warehouse plan would make it possible for the dealer to get twine on very short notice, even in the midst of the harvest rush.

#### Service Boosts Sales

**I**N DESPERATION he wired the Milwaukee office of Lindsay Brothers, not having been interested enough in the salesman's arguments previously to remember the details of the warehouse system they had discussed, offering to stock the firm's line of twine exclusively if it could supply him with 1,000 bales of binder twine within four days.

The company wired back that he could have it the following day if he wished. The twine did arrive on the siding near the dealer's store the next day, and he has now signed a contract for a carload of twine next year.

The Milwaukee office merely wired its warehouse, situated only about thirty miles from this dealer's town, to ship out the 1,000 bales of twine at once. There was ample stock on hand, it was loaded that afternoon, and that night it rolled into the dealer's town.

July and August are wheat har-

vest months and represent the peak of demand for binder twine in the Northwest. The company devotes the ten remaining months of the year in preparation for rendering its dealers service during these two months. It orders twine from the factory by the trainload. As the train moves west from New England, the location of the twine factory, it is cut up and cars routed to the various districts where the company does business. Merchandise is shipped to the warehouses in carload lots, a very small fraction of the total amount sold ever reaching the company's own warehouses in Milwaukee and Minneapolis.

#### The Way Credit Is Checked

**T**HE heavy shipments reach the warehouses just before the rush season. Larger dealers who order their twine by the carload are supplied direct out of the solid trainload, as are the warehouses. The stock maintained at the warehouses is for the benefit of small dealers who buy in comparatively small quantities.

Every dealer and prospect is supplied with a list of the warehouses and locations, where the firm maintains stocks, and this list shows exactly what grades of twine are carried at each place. Each dealer and prospect is investigated for credit reliability. Each warehouseman with whom the company does business has a list of all the dealers and prospects of the company which are deemed good credit risks. Then these firms are told to order, in smaller quantities, directly from the nearest warehouse.

When orders come in, the first thing the warehouseman does is to compare the dealer's name with the list supplied by Lindsay Brothers, to see that his credit is good. Verifying credit, the warehouseman then ships out the merchandise as ordered, and draws a draft on the customer at once, payable directly to Lindsay Brothers at Milwaukee, the dealer understanding at the time of the placing of his order that this is the procedure followed. Practically all twine business is done on a cash basis throughout the Northwest.

The warehouseman furnishes Lindsay Brothers with a daily report of sales made out of stock in his charge, and these reported sales are checked against receipts.

The company pays only for the space it occupies in the warehouses and for the actual service rendered. It is only during a few weeks of the year that it occupies very much space. During the remaining ten months of the year only small quantities of twine are carried, and the space and service are next to nothing. So is the cost. Were the company to maintain its own branches, costs would continue the year-round, because the building would be occupied just the same, and at least a skeleton force would have to be maintained. Under the warehouse plan, the company simply pays for what it gets in the way of storage and service, nothing more. It can open or close a new distributing point on twenty-four hours' notice without material cost.

---

#### HOPES GOOD WORK MAY CONTINUE

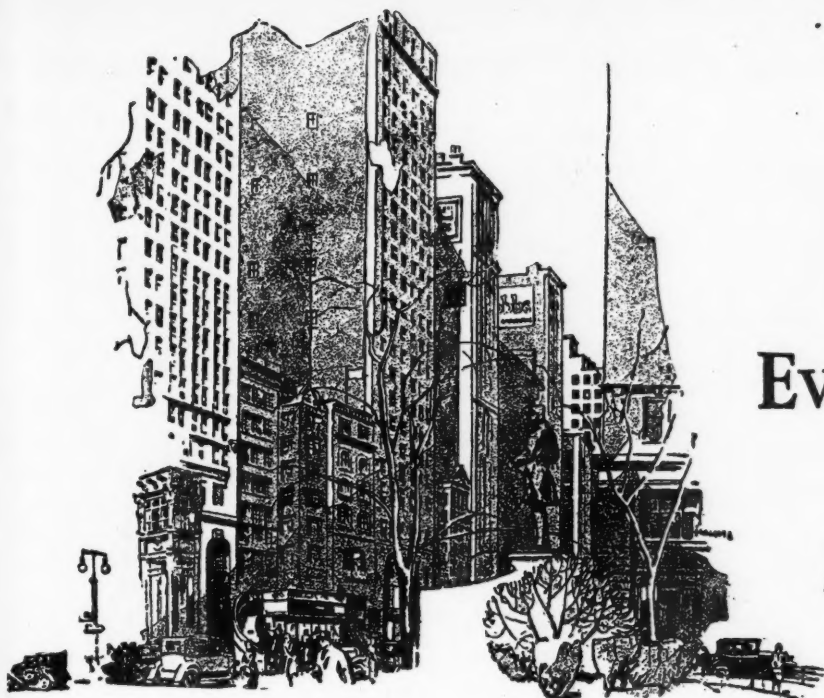
**A**FTER reading the article, "Salesmen Leave Our Conferences with Ideas Instead of Headaches," I think it is no wonder the United Autographic Register Company is forging ahead. Any company marketing a useful commodity or service, whose management will go out into the field and get close enough to its men to find their problems, will do so.

I have been a reader and user of Dartnell material for nine of the ten years you have been in business. Most of it has been good and you are fully entitled to all of the encouragement possible in order that the good work may be continued—George M. Williamson, Manager Automobile Department, Michigan Mutual Liability Company, Detroit, Mich.

---

The advertising account of the Atlantic Steel Company, Atlanta, operating one of the largest steel plants in the Georgia district, is now being handled by the James M. Greene agency, also of Atlanta.





## NEW YORK EVENING JOURNAL

*readers  
have money—  
and spend it*

### WILLYS-OVERLAND, INC.

GENERAL OFFICES  
RETAIL SALESROOM  
BROADWAY AT 50th ST  
NEW YORK CITY 100  
SERVICE STATION  
430-51 HASTEN ST  
DETROIT MICHIGAN 240

FINE MOTOR CARS

NEW YORK CITY

July 5th, 1927

New York Evening Journal  
2 Columbus Circle  
New York City

Gentlemen:

We are sending you herewith copy and instructions for color pages in the Saturday Home Journal for Willys-Overland Company on July 23rd and August 20th. Kindly give this your very best attention.

As you know, so far this year, you have had eight color pages in the Saturday Home Journal and you will be interested to know that our business in Greater New York shows a large increase. Our dealers and salesmen are "sold" on the color pages in the Home Journal, consequently we hope to send you additional orders for color pages.

Yours very truly,  
WILLYS-OVERLAND, Inc.

*W. H. Masten*

W. H. Masten,  
Branch Manager

NEW YORK EVENING JOURNAL readers have money. They are people of substance, with a bank balance and a high standard of living. They live well, dress well and enjoy the good things of life. They have both the means and the desire to buy.

For twelve consecutive years New York advertisers have spent more money in the New York Evening Journal than in any other New York evening newspaper.

In the 680,681 homes served by the New York Evening Journal there are over 2,000,000 consumers—nearly half the people who buy New York evening newspapers buy the New York Evening Journal. These consumers—with money—can all be reached at one stroke by the New York Evening Journal, and the special Saturday edition—alone among New York dailies—offers the tremendous pulling power of color advertising to progressive and aggressive merchandisers.

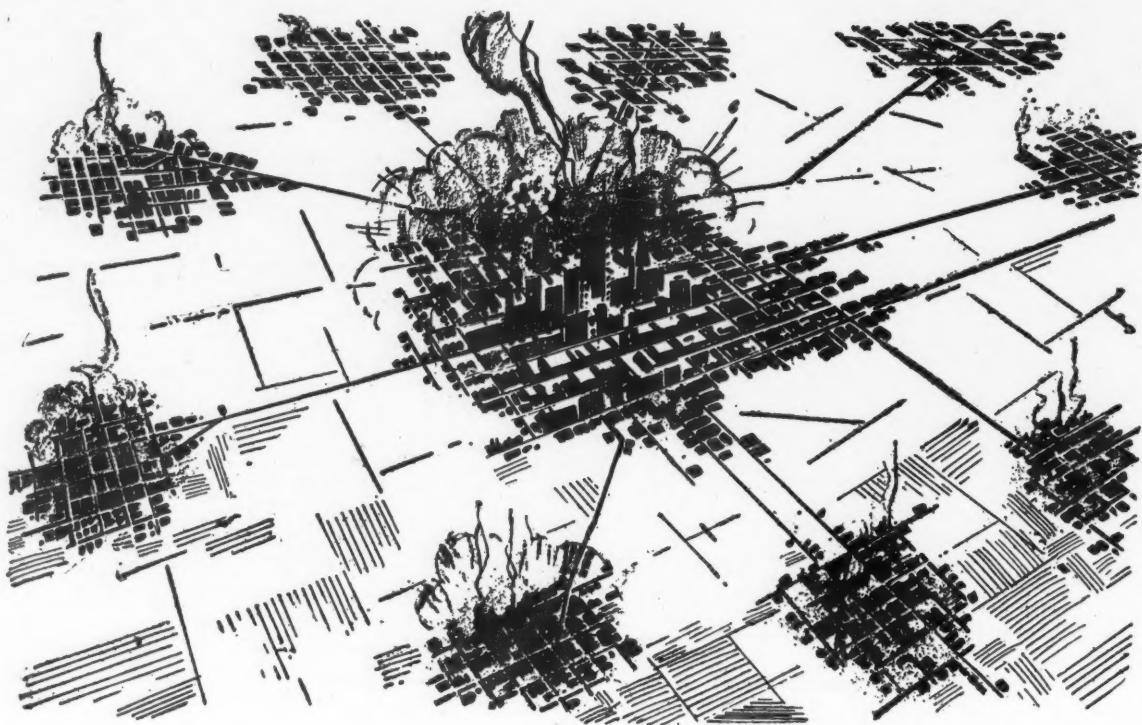
No market anywhere can offer the wealth, the population or the sustained, consistent demand available in the New York market. Dominate it with the New York Evening Journal.

CIRCULATION FOR SIX MONTHS ENDED  
SEPTEMBER 30, 680,681 DAILY, NET PAID

## NEW YORK EVENING JOURNAL

*Greatest Circulation of any Evening Newspaper in America  
and a QUALITY Circulation at THREE CENTS a Copy Daily  
and FIVE CENTS a Copy Saturday*

913 Hearst Building, Chicago, Ill.  
2 COLUMBUS CIRCLE, New York City  
General Motors Building, Detroit, Mich.



## WHAT'S A CONURBATION?

**A** CONURBATION is an urban center spread over a large area. A city supporting lesser cities. And the greatest growing conurbation in the world today is Chicago. It's an amazing, spirited, sky-rocketing growth. And quite the most amazing feature of this great conurbation is that it is completely covered by two morning newspapers. Chicago has only two morning newspapers. Together they give 100% coverage of the morning market. The Herald and Examiner is one—with a million readers daily and over three million on Sunday.

## THE CHICAGO HERALD AND EXAMINER

*October Averages: Daily, 414,860; Sunday, 1,132,155*

National Advertising Manager—J. T. McGIVERAN, JR.

EUCLID M. COVINGTON  
285 Madison Ave., New York

T. C. HOFFMEYER  
625-6 Hearst Building, San Francisco





*Salesmen in the mechanical division of the United States Rubber Company branch at Milwaukee, conduct their own sales meetings. The men sell against quotas for the privilege of earning the honor of being "president" of the meetings.*

## If the Salesmen Won't Study the Sales Manual

ONE of the problems in the handling of sales forces that sell products of a technical or industrial nature is that of keeping the men sufficiently well-informed so that they can talk to industrial prospects intelligently, and adequately meet all the contingencies which arise in every-day selling work.

Most of the technical data which such a sales force needs to have available is, as a general thing, published in booklet or manual form by the sales department of the manufacturer. Catalogs are supplemented from time to time by further material in looseleaf form furnishing specifications, results of engineering tests, and other types of laboratory data, all of which are designed to help salesmen close more business.

But the preparation of all this text-book material is of small avail if some plan is not developed whereby the salesmen can be

### *Try This Plan for Injecting Contest Spirit in Sales Meetings*

made to read and thoroughly study the material the manufacturer sends out.

The Milwaukee branch of the United States Rubber Company holds periodical sales meetings for its mechanical sales division to accomplish this purpose. And in order to keep these meetings alive and interesting and to make them of the greatest possible value to the men, Howard T. Ott, sales manager for this branch, has injected into the sales meeting plan a contest element which has been effective in accomplishing these ends. This plan involves the interesting factor of competition among the men for the privilege of conducting the sales meetings.

The mechanical division of the U. S. Rubber Company sells a rather wide variety of rubber products which are utilized for industrial purposes—such prod-

ucts as packing for ammonia machines, reinforced rubber hose for sand dredging equipment, steam hose, battery boxes, etc. To sell most of these products it is necessary for the salesmen to go right into boiler and engine rooms, or right to the specific machine on which the product is being used. A rough mechanic who knows every heart-beat of such complicated pieces of machinery cannot be expected to have much respect for a "white collar" salesman unless that salesman shows that he "knows his onions," and can talk as intelligently about the operation of the machine as the mechanic himself.

It is apparent, then, that a large mass of technical data must be on the finger tips of every salesman in this division, and almost constant study is necessary in order to keep this information up to date.

"We hit upon the idea," Mr. Ott said, "of having the men compete against each other for

the 'President's Club.' The man who makes the biggest per cent of his quota during the periods between meetings, is the 'President,' and he conducts the next sales meeting. The man next in line is vice president, the next two are secretary and treasurer. Those who fail to place are just the 'audience.'

#### A Theme for Each Meeting

"Every man in this division is an intelligent, high type of salesman, so this kind of an appeal to their pride as well as to their sportsmanship, has worked out with quite a bit of success. Competition for the honor of being 'president' grows spirited and hot, and the men would almost rather take a beating than to have to come to a sales meeting as just part of the audience.

"One topic is chosen for each meeting, and the president is expected to make a really helpful talk on that subject, after which the meeting is open to questions and discussions. And maybe you don't think the man who wins the honor of president doesn't do some real old-fashioned studying of manuals and sales literature and technical data books, in order to make a creditable presentation!

"After he is through talking, the other salesmen ask questions, raise objections to his points, or offer stories of experiences in the field to help develop the points made. And you may be sure that they're all on the alert to check up every statement the president makes.

"One of the first men who won a presidency after this plan was started made a rather weak presentation at the meeting. He was self-conscious. He didn't have his material well in hand. When the other men asked questions, he couldn't answer them, because he didn't know his facts well enough. This meeting drove home to him the necessity for more study, and the next time he won a presidency, he came back with one of the finest talks on hose selling we had ever had."

Often plans of this type result in one or two salesmen winning the honors in every competition, but this is avoided in the U. S. Rubber plan through crediting points on a basis of per cent of quota sold. The star salesman, therefore, has to work just as hard to gain 120 per cent of his quota, as the less experienced men do in making 120 per cent of theirs.

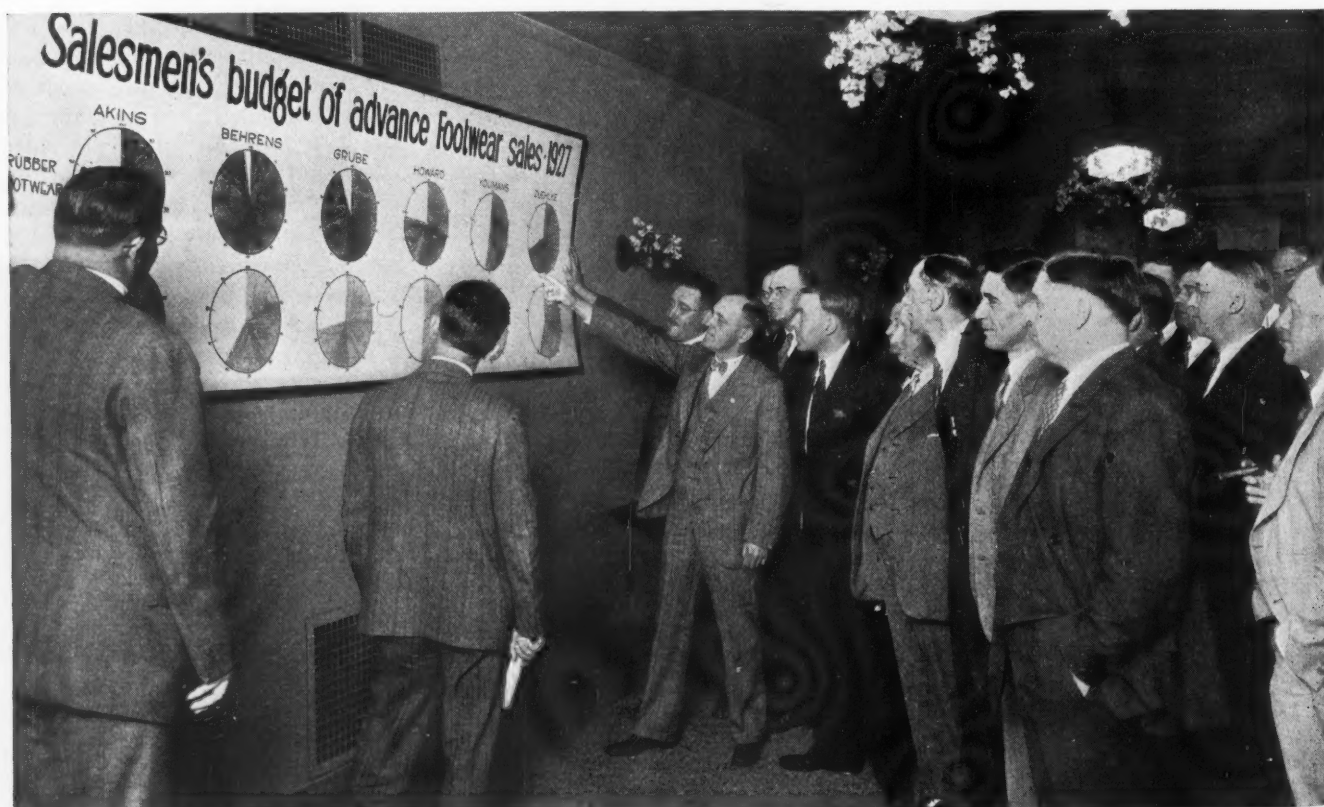
After the president of the meeting has presented his talk, a general discussion takes place conducted by him. The sales manager sits in the audience and interrupts only when the chairman makes a misstatement, or when the discussion shows signs of slipping away from helpful selling matters.

#### Keeping Salesmen Informed

In case no questions arise, or no discussion is started, the meeting is turned over to a study of the catalog and a thorough review of sales points covering the various items in the industrial line. Salesmen interchange experiences freely, telling how they answer certain objections, or how they closed a particularly difficult sale. It has occasionally happened in these sales meeting forums, Mr. Ott says, that the salesmen have discovered errors in the technical text-books, with the result that queries were sent in to the engineering department for a check-up. The extremely practical turn to these sales meetings is thus apparent.

"It is positively necessary," continued Mr. Ott, "for finding some method for getting technical salesmen to spend time and

*(Continued on page 1086)*





GLEN SAINT MARY NURSERIES COMPANY



GLEN SAINT MARY, FLA.

November 14, 1927

New Orleans Times-Picayune,  
New Orleans, La.

Gentlemen:-

You may be interested to know that within the past five days we have received 115 inquiries from the advertisement which your paper has been carrying for us. We consider this unusually good.

Very truly yours,

GLEN SAINT MARY NURSERIES COMPANY

*CR Stephens*

*Saying it with  
flowers again*

Even when it might be a case of coals to Newcastle,  
*The Times-Picayune* can do the job—alone, effectively,  
quickly, profitably.

*New Orleans is the Southern Market you  
can't afford to be without and New Orleans is,  
without question, a Times-Picayune Market.*

# The Times-Picayune

IN NEW ORLEANS

92,157 Daily

128,689 Sunday

Member 100,000 Group of American Cities, Inc.  
Member Associated Press

Representatives:  
CONE, ROTHENBURG AND NOEE, INC.

Pacific Coast Representatives:  
R. J. BIDWELL CO.

NEWS THE DAY IT HAPPENS

ON THE PACIFIC COAST....  
the evening paper is  
the man's paper!

Because, the three hours' difference  
in time between the east and west  
coasts, enables Pacific coast after-  
noon newspapers to print . . . . .

*Complete Financial News*  
*Complete World News*  
*Complete Sports News*

the day it happens!

The JOURNAL is the evening newspaper  
that is to be found in the hands of Portland  
MEN—because of its timely, comprehensive  
Financial, Sports and World News.

*The* **JOURNAL**  
*Portland, Oregon*

BENJAMIN & KENTNOR COMPANY " " " Special Representatives

CHICAGO  
Lake State B'k Bldg.

NEW YORK  
2 W. 45th Street

LOS ANGELES  
401 Van Nuys Bldg.

SAN FRANCISCO  
58 Sutter Street

PHILADELPHIA  
1524 Chestnut Street

5227

" " " The largest afternoon newspaper in the Pacific Northwest " " "



# When the Sale Runs Into Big Figures and Prospects Are Scarce

**I**N NINE years—1916 to 1924, inclusive—about thirty Pratt and Whitney jig borers were sold.

In 1925, sales totaled twenty-five machines.

In 1926, sixty-nine were sold, and 1927 will show another good-sized gain.

The P. & W. jig borer, being the finest type of precision borer which locates, bores, and checks its own work—all to ten thousandths of an inch—is far removed from such helter-skelter crudities of a commercialized and industrialized world as mass production and mass distribution. But figure the sales increases of the last two years in percentages and you will see that whatever the machine is and no matter how specialized its application, something must have happened to sales methods to produce such a record.

## A True Salesman

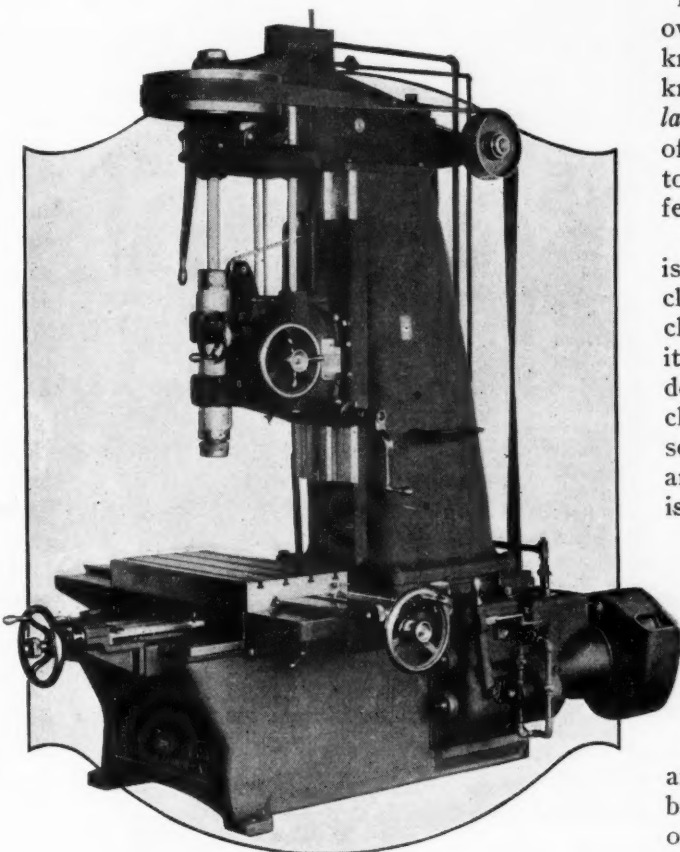
Machine tool men told me that W. P. Kirk, general sales manager of the Pratt & Whitney Company, put over the jig borer, so I went up to Hartford, Connecticut, to find out how he did it. Like a true salesman, whose loyalty goes first to the product, Mr. Kirk told me that the machine sold itself. He made it even stronger; he said it really wasn't sold, it was "bought" on its record of real performance."

But the jig borer sells for \$4,500 to \$6,000, according to the equipment that goes with it; and are more than twenty times as many plant managers selling themselves on such an investment in 1926 and today, as in the first nine years the machine was made?

Mr. Kirk's come-back to this was that the jig borer was not

*The Man Who Can Reduce Technicalities to Simple Sales Talk Gets the Order, Says Jig Borer Manufacturer*

By J. G. DONLEY



*Because he was able to simplify the selling story of a piece of precision machinery down to a fundamental principle of measurement which he can demonstrate intelligibly to a child with a set of building blocks, W. P. Kirk, general sales manager of Pratt & Whitney, has built sales up to new high levels.*

sold on price at all, and he told how one purchaser figured a saving of \$35,000 on one machine in eight months, after which he stopped keeping records and bought another machine. He told me all about the jig borer and how and why it does its work so quickly and accurately—he knows every gadget on it. Then he took me into the plant and showed me what a beauty it is, in its gray lacquer and polished steel. Getting something of his feeling, I was a bit enamored of this marvel

that bites through steel with such infinitesimal accuracy as is represented by one-tenth of the thickness of a sheet of tissue paper.

I then began to see how W. P. Kirk has put over the jig borer. He knows all about it, he knows how to tell in simple language the technicalities of it, and he has been able to make others see and feel its precision qualities.

"The test of a machine is its performance," he declared. "If you have a machine that will do the work it is intended to do and do it better, easier, and cheaper, all you need to sell that machine is to arouse interest in it. That is really all that is necessary with the P. & W. jig borer, for we have sufficient records of real performance to do the rest."

## "The Hole Story"

In 1926, Mr. Kirk aroused interest in the jig borer through the medium of a small folder which was first distributed at the Atlantic City Exposition of the National Machine Tool Builders' Association, and which made such an impression in the metal-working trades that re-

quests for it later came in to Hartford from all over the world. This folder is worth telling about. It began to arouse interest by its cover design and heading. There was a sketch of a big angular plate with a rough surface through which two big holes had been bored close together, and in contrast with the surface of the plate, the inside surfaces of the holes revealed a polished smoothness that caught the eye. On the cover in bold lettering was: "The Hole story in Jig time."

Inside, on the first unfolding, there appeared two pages with plenty of white space. At the top of one was a cut of an attractive window with a many-paned sash and a round-arched casing, and through it the green shade was shown drawn down to its full length. On the opposite page was the same window with the green shade lifted way to the top. And here is what was printed below:

*"When we lift the dark shades from our windows, we let in more light than we let out"*

Manufacturers used to keep their machines and methods behind locked doors and shaded windows. They objected to visitors who might be spies for competitors. If they developed something new and good, they hid it as a miser buries gold in the ground.

But the light has come to them. They have found that they had no monopoly on good ideas—that others could bring as well as take away. So that now the modern manufacturer throws his plant wide open and exchanges ideas for the good of everybody.

We approve this heartily. Our doors are open to all. Our laboratories and men are available for any purpose for which we can consistently offer them.

In return we are grateful to those manufacturers who show our tools, who permit us to tell about them and who send us such enthusiastic performance records.

A few years ago we designed, developed and built a Vertical Precision Boring Machine that we called a Jig Borer. This machine has gone into some of the finest plants in the country. We feel that just a statement of who uses the P. & W. Jig Borer is the most remarkable tribute that could be paid to it.

We have asked the owners if we might list their names. Please look over this list. Some have told us of the remarkable results obtained by it. Others are prevented by Company policies. The names alone, the fact that we have repeat orders, and above all the service records we can show are positive proof that the P. & W. Jig Borer is a remarkable machine.

### Visual Proof of Quality

The effect of the folder was singularly complete and convincing. For, having aroused interest, it presented its subject in sufficient detail, presented photographic proof (from the plant of a user) of the work it did and its time-saving records, listed a full page of users and, opposite, under "Some of the things they say," revealed the enthusiasm of the users.

Viewing this folder and its unusual results through philosophically appraising eyes, it may be permissible to state, as a general principle of selling complicated pieces of machinery, that the task of arousing interest in prospective buyers is simplified in proportion

to the seller's ability to get away from details of specifications and idealize the machine's relation to industry. Mr. Kirk probably put that idea in my head when he explained that all direct selling is done through salesmen who, in most cases, have had a technical training and he has observed that the results of the individual salesman are in proportion to his "enthusiasm for precision ideals."

But, of course, a machine is a mechanism made up of several moving parts which must function properly to produce certain results. Details and specifications have their place in selling ma-



W. P. Kirk, General Sales Manager  
Pratt & Whitney Co.

chinery, but they may be subordinated to the main essentials of design. Mr. Kirk has simplified the jig borer down to a "fundamental method of measurement," for that is the basis of its remarkable accuracy. End measures—which are little cylindrical gauges of exact dimensions—placed end to end, along with inside micrometers for setting to thousandths of an inch, supplemented with dial indicators for visible readings of one ten thousandth of an inch, do the work. And you don't need to

take it on faith that they can't go wrong—you can see it.

Actually, the jig borer in operation does some remarkable things, and Mr. Kirk has discovered that one of the quickest and surest ways to arouse interest in the machine, where it is possible to get into personal contact with prospective users, is to give visual proof of its uncanny precision. At the Cleveland Exposition of the National Machine Tool Builders' Association held at Cleveland in September this year, he displayed eight cast-iron plates that became one of the most talked of exhibits of the show.

### An Unusual Exhibit

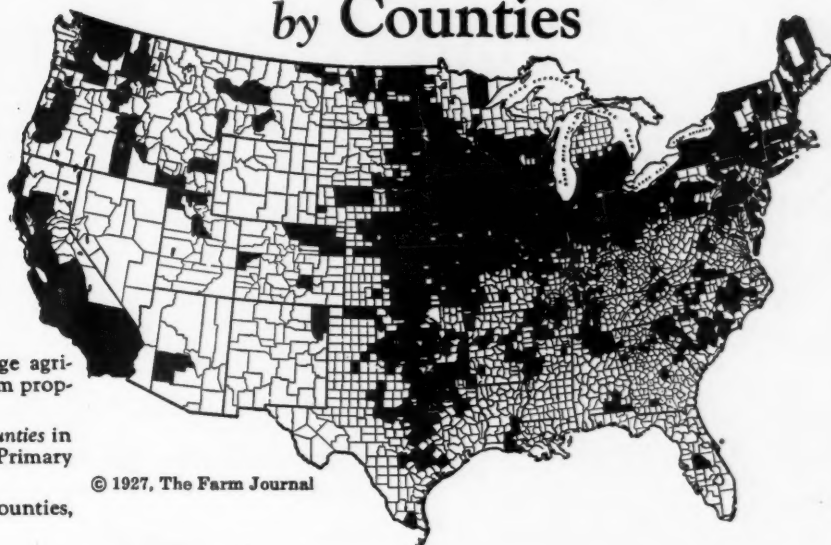
These eight plates were about one-half inch thick and fourteen inches in diameter, and they were ground flat and parallel at the Pratt & Whitney plant. Then some time before the tool builders' show they were sent to users of jig borers in widely separated parts of the country. Along with each plate went instructions for locating and drilling five holes exactly one inch in diameter, one in the exact center of the plate and the other four 90 degrees apart on a ten-inch diameter. Don't forget that each one of these plates was bored on a different P. & W. jig borer in a different plant by a different operator, and the machines used ranged in age from practically new to five years in service.

Just before the opening of the Cleveland show, these plates came back to Mr. Kirk and he took them out there. What he was able to do with them has given the machine tool men something to talk about. One plate proved to be three ten thousandths of an inch out; that is, there was an error in locating one hole in it but of so little variation as to equal the thickness of a piece of tissue paper sliced in three parts. This error was immediately reported back to the plant that bored the holes in that plate and a check-up of the jig borer revealed that the error was due to the workman and not the machine. That left seven plates which were so perfect they could be stacked in any order and allow five gauge plugs, exactly

(Continued on page 1080)



## The Primary Farm Market by Counties



Black designates the 1198 better-than-average agricultural counties, rated by farm income, farm property value and white farm families.

No arbitrary group of states, but the best counties in the entire United States, constitute the Primary Farm Market.

In these 1198 counties, only 35.3% of all counties, is concentrated:

69.4% of all farm income  
74.1% of farm property value  
59.9% of white farm families  
60.0% of all important trading centers

© 1927, The Farm Journal

**T**his enormous consumption of Soap again proves the amazing importance of the Primary Farm Market

**F**ARMERS buy annually 350,000,000 packages of laundry soap; 167,000,000 packages of toilet soap; 155,000,000 packages of cleaning soap; 39,000,000 packages of dairy soap; 22,000,000 packages of shaving soap. Altogether, farmers buy over 750,000,000 packages of soap annually.

Farm families in the Primary Farm Market average:

- double the wealth
- double the income

of farm families in the below-average counties, and obviously buy more soap and are the best prospects for advertised soap.

The Farm Journal has 76.2% of its circulation in the Primary Farm Market and the greatest volume of R. F. D. circulation—the most reliable gauge to real farm circulation.

1,400,000 Circulation

# The Farm Journal

first in the farm field

PHILADELPHIA - NEW YORK - BOSTON - ATLANTA - CHICAGO - SEATTLE - SAN FRANCISCO - LOS ANGELES

SALES MANAGEMENT, DECEMBER 10, 1927 [1035]

# Checking the Results of a Sales Plan Against Its Cost

**A**FTER the sales plan has been blocked out, built, sand-papered and polished, and its execution commenced, there are two questions which are always before the sales executive.

Is the sales plan accomplishing what it should accomplish at this stage? What is the actual cost of operation against the budget cost?

These two questions pursue the sales plan from the moment it is put to work until its end. It is most human to launch a campaign with a blessing and turn with relief to other pressing sales duties. It is more than human—it is a common fault with all but those whose methodical brains inevitably carry through every plan to its logical conclusion.

Since it is neither a privilege nor a sane possibility with most sales executives to devote more than a fraction of their time to the complete execution of sales plans, obviously some intermediate step between complete absorption in each sales plan and complete neglect of each sales plan once placed in motion, must be found. Of the various ways of developing a happy medium between these extremes, several are worth honorable mention.

## Striking a Happy Medium

**W**ITH certain types of campaigns, a standard of dollar accomplishment can be set up. Entirely apart from the usual sales records which regularly come to the sales executive's desk, special records of the sales campaign can be provided. Sales executives using this type of check-up set as standards dollar amounts representing sales to be made and orders to have reached branches and headquarters by certain dates. For example, a campaign based on direct mail alone, would be scheduled both by dates and by

*Some Tests to Determine How Well the Plan Is Accomplishing Its Purpose and, at the Same Time, Staying Within the Budget*

By **WALTER F. WYMAN**

*General Sales Manager, The Carter's Ink Company*

and

**HENRY H. MORSE**

*Vice President, The Florence Stove Company*

dollars. In another slight variation, the dollar figure would be replaced by quantities.

One Pennsylvania sales executive, who depends almost wholly upon direct-mail methods, builds his sales plan to include an initial mailing which constitutes the only mailing in connection with the single article he markets, provided sales returns equal or exceed the standards he has set on the dates he has established. If there is evidence that results will not reach standards, his original plan calls for a definitely prepared follow-up.

## One Marketing Plan

**B**Y this means, in case early returns from nearby territory indicate smaller returns than anticipated, a follow-up is sent at once while the memory of the first communication is still fresh in the prospective customer's mind.

An Ohio sales executive has the responsibility of marketing a wide line of staples and specialties together with each year's crop of novelties. In the marketing of these many items, a wide variety of types of trade outlets become possible purchasers. Indeed, the range is so large that certain of his lines are sold only to wholesalers, others to retailers, and still others direct to consumers.

His problem is complicated still further by the fact that his sales plans in execution must be frequently simultaneous rather than consecutive.

In the working out of his "check-up" system he has a definite ledger account for each sales campaign—a ledger kept along the lines of most modern sales accounting. Wherever field representatives are employed, each man is given a definite task or quota on each sales campaign. This quota is not a lump-sum quota but a definitely timed quota—the

total being built up of weekly units. By this method it is not difficult for the sales executive to know exactly how sales are coming in on each campaign in the aggregate and also by representatives. This enables him to have his assistants follow through with the representatives who fall behind the weekly quota, and at the same time to secure from those who go well above quota any special methods used by them which are responsible for their good showing. In turn, this enables the weak to be bolstered up in their sales arguments by the latest sales discoveries in the field by those who are keener in making sales discoveries. It points out quickly unusual sales resistance and leads to an early rather than all-too-late investigation of unexpected sales resistance.

## Keyed Advertising An Aid

**W**HERE this Ohio sales executive builds campaigns on advertising—as is the case with some consumer specialties—every advertisement is keyed both by medium and issue. In addition, careful check-up is made of the results of letters sent to inquirers, and if the resultant orders per inquiry are not up to estimated standard, there is no delay in changing the type of correspondence appeal.

Exactly the same type of check-up is used with one of the lines which is marketed solely through wholesalers. This sales executive



# Yesterday... Today and Tomorrow

*To thoughtful investors in advertising space  
the following facts will be significant—*

When The Crowell Publishing Company acquired the Woman's Home Companion, its circulation was 469,104. Its circulation today is 2,200,000. Advertisers have shared steadily in the profits incident to its growth.

. . .

When The Crowell Publishing Company acquired the American Magazine, its circulation was 248,655. Its circulation today is 2,200,000. Advertisers have shared steadily in the profits incident to its growth.

. . .

When The Crowell Publishing Company acquired Farm & Fireside, its circulation was 380,000. Its circulation today is 1,250,000. Advertisers have shared steadily in the profits incident to its growth.

. . .

**And NOW it's Collier's.**

THE CROWELL PUBLISHING COMPANY

# Collier's

**— now more than 1,500,000**

rightly prides himself on low sales costs. But at the same time he is not indifferent to sales volume. If he finds that a product which should be sold in volume by the wholesalers of a certain city is lagging in that city far behind quotas set, he puts his sales-cost pride in his pocket and proceeds to develop demand in behalf of the wholesalers. Sometimes this demand developing takes the form of extensive newspaper advertising in the jobbing center and in local weeklies in the territory covered by these jobbers. In other cases it calls for the immediate transfer of a specialties salesman to work in the jobbers' behalf. In still other cases an attractive premium deal is placed in motion.

#### The "Time-Table"

Along similar, but perhaps even better lines, is the practice of several most aggressive as well as most modern merchandisers. The original plan includes a definite time-table. This time-table is of accomplishment in the broad sense rather than confined to dollar sales or article sales. The sales plan, when it receives the final approval of the sales executive and is turned over to his associates and his assistants for execution, is accompanied by a time-table, of which a skeleton copy is given below.

August 4. Plans mailed field representatives and branch houses.

August 10. Acknowledgments due from branch houses A and B.

August 11. Acknowledgments due from salesmen 1-28 inclusive.

August 14. Acknowledgments due from salesmen 29-59 inclusive.

August 17. Balance of acknowledgments due.

August 18. First orders due from salesmen 1-17.

August 19. Orders due from salesmen 17-31.

August 21. Orders due from salesmen 31-56.

August 22. Total sales volume to date should be \$14,000.

August 23. Release follow-up "A."

And so on, day by day, during the lifetime of the campaign is a standard of accomplishment set

both for performance of clerical and semi-clerical tasks and actual sales.

As the campaign wears on, the activities of the branch houses are listed; the results of local and national advertising predicted; and the steps to be taken at each stage based on accomplishment or effort unsuccessfully employed, are detailed.

This type of testing the sales plan interests itself also in sales costs along lines which will be described later.

Still another excellent method of testing the sales plan is not

### On December 24



WHEN a big mail-order house began using color in its catalog to picture wallpaper, sales in that department increased 1,200 per cent. The same thing proved true in the case of a Chicago dry goods wholesaler, only in this case drapery fabrics were illustrated in color and the increase in sales was 1,600 per cent. These and many similar instances are brought out in a series on "Color in Selling," to appear in SALES MANAGEMENT, the first article beginning in the next issue.

built around such an elaborate time-table but rather tied up with human activities. After the sales plan has been completed and before it has actually been placed in execution, the sales executive places squarely on the shoulders of various individuals detailed responsibilities recorded in black and white. His immediate assistant is placed in charge of following up the various parts of the plan and reporting to him on matters not covered by statistical reports. One of his associates is placed in charge of the activities of branch houses and warehouses

involved in the plan. Another has full charge of senior salesmen's work. A third is charged with the supervision of junior salesmen, specialty salesmen, and demonstrators. Another assistant is held responsible for the printed material and display material involved. In this way there may well be duties for each member of the sales force of allied departments definitely chartered as responsible for his particular part of the picture puzzle.

This method has worked well where the sales executive has a right-hand man who can be depended upon as a liaison officer. But it should be added with great emphasis that in order for the execution of sales plans under this method to be successful, responsibilities still rest upon the sales executive himself. He must not merely be kept in touch with accomplishments and lack of accomplishments. He must be the general who changes the campaign based on the evidence placed before him of the activities of his different divisions.

#### Some Sales Plan Factors

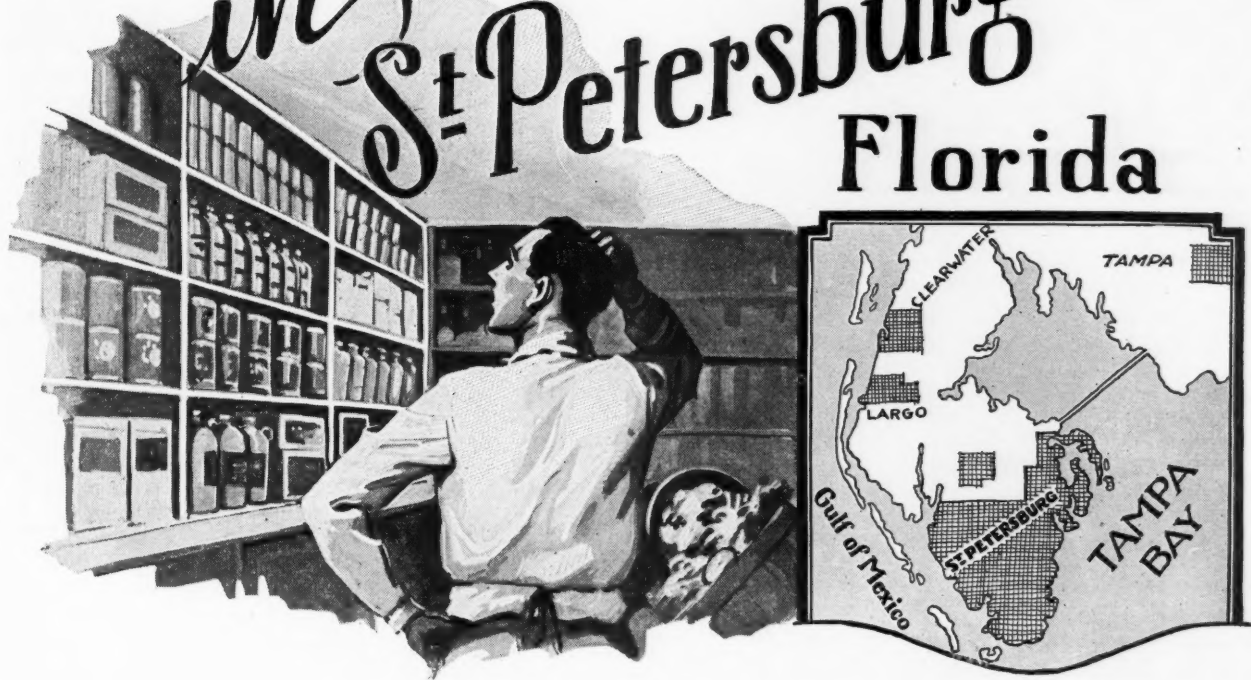
More and more, sales executives are being held responsible for sales costs of individual campaigns and not merely praised or blamed at the end of a fiscal year according to the net-profits showing of the merchandising end. But to an even greater degree sales executives are holding themselves responsible for dollar investment in merchandising, and in direct consequence the neglect of sales cost accounting so marked only a few years ago is being replaced by admirable attention to this important duty. In testing the sales plan, cost standards as well as accomplishment standards are being set up by modern sales executives wherever the size of the campaign warrants the accounting expense.

It is not enough for a sales plan in execution to bring about an estimated volume of sales. It must do this and remain within estimated costs—or a satisfactory reason for the excess cost be plainly evident.

The usual experience of sales executives in their first dabbings



# How to Get Rid of "Shelf Clingers" in St. Petersburg Florida



**S**T. PETERSBURG merchants, like all others, have two classes of products—"shelf clingers" and "best sellers." The "best sellers" are those which are advertised to the local market; the "shelf clingers" are those which are not.

If the sales curve for your product in St. Petersburg is not as high as you think it should be, perhaps you will find the reason in your advertising schedule.

Look it over. Make sure you are not neglecting this important market. Support your dealers here with local advertising and help them turn "shelf clingers" into "best sellers."

St. Petersburg, fourth city of Florida, is a market in itself. With its 47,629 resident pop-

ulation, its 125,000 winter visitors, and the thousands in nearby towns who do their shopping here, St. Petersburg represents a trade territory with exceptional sales possibilities you cannot afford to overlook.

**BUT REMEMBER, to SELL it to St. Petersburg, you must TELL it to St. Petersburg.** The most economical and effective way to do this is to advertise in a St. Petersburg newspaper. For no paper published in any other Florida city has as much as 500 circulation here.

In St. Petersburg the logical paper to use is the one which carries the bulk of the local merchants' advertising. That is the St. Petersburg **TIMES**.

*The TIMES is the only morning newspaper published here.  
The TIMES is the only Sunday newspaper published here.  
The TIMES leads in circulation and advertising lineage.*

## St. Petersburg Times

ESTABLISHED 1883

The "Home" Newspaper

Circulation: Daily, 13,686—Sunday, 20,186  
(ABC Report—March 31, 1927)

Rates: Daily, .065—Sunday, .075

in sales cost accounting of this type is to become parsimonious overnight. When faced with the setting up of standards of performance and cost combined, they are inclined to be over-optimistic both as to sales volume, particularly of a new item, and upon the dollar cost of obtaining sales estimated. It is only through experience that a nice balance comes into existence. For there are certain types of sales campaigns which, from a sales-cost angle, must be battering-ram attacks with the butt end of the sales-cost tree foremost. The heavy expenses must be incurred at the very outset, and then taper off.

In other types of sales planning it is entirely wise to experiment with minimum-sales-cost accomplishment in mind. If the first results are satisfactory and each succeeding week shows equally pleasing totals, it may well be that only the light initial expenses and the inevitable carrying-on charges are required. If at any stage of the development of the plan in the field, however, there is indication of its faltering, it is obvious that the sales executive must consider the wisdom of further sales costs in order to reach the objective.

#### Two Trends of Sales Thought

**B**ROADLY speaking, modern practice is divided into two distinct groupings. One type of sales executive brain maintains it is best, while the entire scope of a sales plan is under survey, to provide for all contingencies that can be foreseen or imagined—so long as they are within the range of probability. The sales executive of this type, in building a sales plan, arranges in advance for follow-ups which are collateral issues contingent upon failure of the plan to accomplish its purpose without assistance beyond that immediately contemplated.

A second group maintains that in the building of a sales plan it is best to make it as simple as possible and to believe that it will accomplish the very result that it is so carefully groomed to accomplish. Only in case of unfavorable returns is further thought given to variations. When faced

with the necessity of variations, these sales executives maintain that they can be built on the spot—tailor-made and designed exactly to meet the type of sales resistance encountered and the degree of sales resistance encountered.

It is obvious that there is merit in both these schools of modern sales thought. It is equally obvious to those who will examine into the actual practices of both schools that a line of demarcation is first of all a human element; for, one type of human brain works best on long-distance planning to meet emergencies, and another is at its best when confronted with specific obstacles.

#### Intuition Comes in Handy

**I**T IS true that in actual life there will seldom be found a clean-cut example of either school. For, the sales executive who plans most skilfully to meet possible complications by added sales effort, finds that the exact obstacle met is one differing at least slightly from the one he had imagined, and consequently before placing a variation in effect modifies it to meet the exact need. Similarly, the sales executive who boasts that he does not plan except so far as necessary to produce his main plan, inevitably in the process of preparing his main plan foresees contingencies which may arise; and with his sales brain cannot, at least in generalisms, fail to know what he will do when faced with such a contingency later on.

It would be theoretical rather than practical to conclude this article without pointing to a type of sales plan which is so difficult to measure in terms of dollar or article sale accomplishment, or to limit in connection with sales costs, as to make such scheduling as we have described in detail too costly to be economical.

For each year the sales executive must face certain sales conditions which call for corrective action. The sales opposition of a competitor cannot be estimated nor the results from sales effort be foreseen. Protective merchandising can seldom be reduced to exact figures either of sales or

costs. But the sales executive knows instinctively as a merchandiser that competitive inroads must be checked, and that within a wide cost range his duty lies in checking them. The number of dollars in sales which might be a fair figure to expect for a number of dollars in sales cost in a non-competitive territory would be an impossible standard to set up in a zone in which competition had suddenly become most strenuous.

#### Breaking Into New Fields

**S**IMILARLY, in breaking into a new field—possibly a competitive stronghold—over a series of years the accomplishment sought may be to gain a foothold rather than to secure any stipulated sales volume. In such case, testing the sales plan may be no more than measuring intangibles—evidences of progress in terms of dealer attitude rather than dealer accomplishment.

In no way, however, need this discourage even the most meticulous of sales executives. For, his quest is net profits over a long term of years. And he knows that a means of checking competitive inroads or of securing a foothold in new territory may be worth more in dividends than volume sales at low sales costs where competition is dormant.

---

#### SEARS, ROEBUCK OPENS STORE IN BOSTON

**A**NOTHER mail order house and retail store will soon be built in Boston by Sears-Roebuck and Company, in addition to the opening of a retail store at Cambridge, Massachusetts, the outlay approximating \$5,000,000. This was recently revealed by C. M. Kittle, president of the company.

The Boston mail order house will be the tenth in the chain covering the United States and operated by Sears-Roebuck. Retail stores are conducted by each of these mail order houses, with numerous stores operated independently. Among the new projects of the company's expansion program this year was the opening of a warehouse in Denver and new stores in Los Angeles, Milwaukee, and Chicago.



# COLOR PRINTING HEADQUARTERS



Our Product helps Sell Clothes  
We can help Sell your Product too

THE UNITED STATES PRINTING  
& LITHOGRAPH CO.

CINCINNATI

BALTIMORE

BROOKLYN



"THE kind of color reproduction that is best for you."

This is the dominant idea in the mind of the U. S. representative who consults with you about your color advertising. Because he is in position to give you either color printing or lithography he holds no brief for one in preference to the other.

He recommends that form which is best for you, that will give you the most faithful reproduction, that is the most economical for the work in hand.

Then your order is sent to that one of our three plants which specializes in that particular form of color work. For we are specialists, not alone in color printing, but also in each particular kind of such work. Ours is an organization of specialized plants and specialized craftsmen, each plant and each group of workers executing distinct types of color advertising.

One of our sixteen sales offices is located within convenient reach of you.



BALTIMORE



BROOKLYN

## The United States PRINTING & LITHOGRAPH CO.



CINCINNATI

**Manufacturers of**

Art & Commercial	Hangers
Calendars	Inserts
Broadsides	Labels
Booksides	Letterheads
BlotTERS	Menu Cards
Book Covers	Novelties
Catalogs	Offset Lithography
Circulars	Package Slips
Cutouts	Posters
Car Cards	Poster Stamps
Display Containers	Post Cards
Display Posters	Show Cards
Folders	Trade Marks
Folding Boxes	Transparencies
Fans	Wrappers
Festoons	Window Trims
Fine Art Prints	Window Pastors

### SERVICE OFFICES IN FOLLOWING CITIES

Baltimore	- - -	25 Covington St.
Boston	- - -	80 Boylston St.
Brooklyn	- - -	79 North 3rd St.
Chicago	- - -	130 North Wells St.
Cincinnati	- - -	15 Beech St.
Cleveland	- - -	1104 Leader Bldg.
Detroit	- - -	7915 Indiana Ave.
Indianapolis	- - -	414 Traction Bldg.

Kansas City	- - -	1306 Waldheim Bldg.
Minneapolis	- - -	433 Palace Bldg.
New York	- - -	110 Hudson St.
Philadelphia	- - -	437 Chestnut St.
Pittsburgh	- - -	609 Renshaw Bldg.
San Francisco	- - -	112 Market St.
Seattle	- - -	1107 Hoge Bldg.
St. Louis	- - -	413 Frisco Bldg.



# Ann Pennington Stars in New Hoffman Sales Film

THE Hoffman Specialty Company makes a variety of devices for use in connection with steam heating plants, one of which in particular is a venting valve for steam radiators, designed to let the air out of the radiator without at the same time letting more air in when the steam pressure ceases. This particular product is advertised and sold to the general public, through the jobber and the heating contractor, and the company is involved with the usual difficulties of "getting over" an idea that is rather highly technical in terms that the ordinary householder can grasp. When it comes down to the specific sale, it is most frequently up to the local contractor to demonstrate the principle; and while he may have no difficulty in understanding it himself, his ability to explain it in terms that are significant to his customer may be another matter.

## One Manner of Appeal

THIS is a situation by no means unique. Scores, if not hundreds of concerns are familiar with it. And the Hoffman Company's success in dramatizing the principle and presenting it in motion pictures as an integral and permanent part of the general campaign should be broadly interesting if not immediately suggestive to sales executives in many other lines.

The immediate objective, of course, was the dramatization of the principle involved in the radiator valve, and its presentation to the heating contractor in such a way that he would be able to pass it on to his customers without loss of vividness. For this purpose, of course, the motion picture film was clearly adaptable, but it was recognized that the conventional type of "industrial movie" would hardly do. The company is entitled to a certain degree of con-

## *How the Hoffman Specialty Company Built a Successful Sales Film to Get over Technical Message*

gratulation, I think, for having refrained from taking its guests on a forced "trip through the factory," and for showing them something a little more refreshing than automatic screw machines, punch presses and radial drills.

## Dull Points Made Interesting

THE film, as a matter of fact, has nothing to do with the factory, or with the process of manufacture, and contains little about the mechanical construction of the valve. The picture starts in the home of "Mr. and Mrs. Wallace," (Ann Pennington is cast as Mrs. Wallace), who are in the act of condemning their steam heating system to Gehenna with serio-comic trimmings. They send for the heating contractor in due course, who says "I'll show you what happens."

The scene shifts to the interior of the boiler, where Old Man Steam is generated, starts to make his way through the steam lines, encounters the Air Imps, and a grand encounter ensues in which Old Man Steam gets considerably the worst of it. Cut back to the Wallaces. "Now I'll show you what happens when the Hoffman Number 2 Valve is used." Air Imps are foiled. Final scene, a year later, after Hoffman Valves have been installed, showing general peace and contentment, with a saving of one-third in the coal bill.

That, of course, is the barest outline, and doesn't sound particularly thrilling. The film itself, however, does actually possess some rather high qualities as entertainment, and it does moreover visualize exactly the arguments which the company wishes the contractor to use in demonstrat-

ing the product. The comic and highly melodramatic adventures of "Old Man Steam" with the "Air Imps" represent exactly the idea

which the company is striving to put across in its advertising, and the film itself is so closely tied in with the advertising as to become an integral and permanent part of the selling campaign.

The picture was planned as a matter of fact, and the scenario was written by Charles W. Hoyt Agency in connection with the company's local newspaper campaign, starting in September, and showings of the film in the various key cities were timed to correspond strictly with the release of the local advertising.

## The Debut of the Film

THREE weeks before the date of the showing, local heating contractors and jobbers throughout the territory received an invitation reading as follows: "You are cordially invited to be present at the first Minneapolis and St. Paul showing of 'Foiling the Heat Thief,' a new Motion Picture. This Comedy-Drama will be followed by an Informal Smoker and Supper to be given by the Hoffman Specialty Company at the Hotel Radisson, Minneapolis, Monday Evening, September 26, at 8:00 P. M. See inside for details." Over the page was a brief description of the film, featuring Ann Pennington, and the announcement:

"At this meeting the complete advertising campaign starting October 13 in the Minneapolis Journal and the St. Paul Pioneer Press and Dispatch, plus the tremendously effective campaign in the Saturday Evening Post, Literary Digest and ten other nationally-known magazines, will be outlined.

"Dominating space will be used. The entire cost of the advertising will be paid by the



*Starting with a typical American home, the Hoffman film pictures the discomfort and inconvenience caused by a poorly regulated steam heating system. Then imaginary fantastic characters show what happens in the pipes when a Hoffman valve is installed.*

Hoffman Specialty Company, and in the first full-page advertisement will be listed the names and street addresses of every heating and plumbing contractor in the city and vicinity who supports this sales drive by placing his order for one dozen Hoffman No. 2 Vacuum Valves packed in the new Display containers, and one No. 6 Quick Vent and Vacuum Valve.

"This will be an informal gathering at which you can mix with many good fellows in your line of business.

"Please check and sign the enclosed postal at once."

Enclosed in the envelope was a typical piece of motion picture publicity, referring exclusively to the film. "For the first time in history! See this amazing picturization of the 'Battle of Steam and Air.' Don't miss this picture and Ann Pennington *herself*, now starring in the Broadway production of George White's 'Scandals'" etc., etc.

The invitation was followed up a week later with a second mailing, consisting of two broadsides, one featuring the film, and the other the advertising campaign.

This latter broadside included the text of the full-page newspaper advertisement already scheduled, with blank spaces at the side for the listings. To this latter was tipped a government postal card, addressed to the local distributor, by signing which the contractor could place the minimum order required and secure his listing in the newspaper. Two more mailings followed—both post cards—announcing the "last chance" to get in on the picture, and to secure a listing in the advertisement.

The showing of the picture was in charge of the company's district supervisor, and the company took care of all details. No attempt was made to "soft-pedal" the selling appeal. It was made clearly evident throughout that the company was seeking the co-operation of the contractor in a sales drive, and no attempt was made to get him to come to see an educational entertainment under any false pretenses. He understood thoroughly well that the object of the meeting was a selling object, and he was perfectly willing in most cases to come and be sold. At the meet-

ing held at the Hotel Commodore in New York, for example, more than 1,100 heating contractors were present, and the newspaper advertisement which followed the meeting contained more than 500 listings, each listing representing at least the minimum order required. This may be suggestive to those concerns who feel that the selling appeal must be concealed in the use of industrial or educational films, or that they cannot be handled successfully by the regular sales force.

As has already been stated, the "Heat Thief" film is not only an integral part of the campaign, but also a permanent feature. Showings have been held in the seven key cities represented in the newspaper schedules, but they are also a regular feature of the sales drive in every jobbing territory, whether it is possible to link the film up directly with a listing of names or not. The success of the feature has already been such, as a matter of fact, that a second film is already in preparation.

## DANGER OF BOOTLEG BEAUTIFIERS

**B**OOTLEG cosmetics are damaging the American complexion as much as bootleg liquor is hurting the American stomach, says a bulletin issued today by the American Fair Trade Association. Evidences of widespread counterfeiting of facial creams, rouges, lipsticks and other beautifiers have been laid before the Association by manufacturers whose brands and trademarks have been imitated to help sell spurious products.

"Frauds of this kind are for the most part practiced by jobbers who often deceive the retailer as well as the consumer," reads the bulletin, "making the retailer believe that he is getting a job lot of genuine high grade, trade-marked goods at a cut price. In a case recently investigated by the American Fair Trade Association, it was proved that a certain jobber had counterfeited the container of a well-known rouge so successfully that he had been able to sell a spurious product under this label to unsuspecting retailers without any cut price."



# YOUTH and infectious COPY



GEORGE  
BATTEN  
COMPANY

INC.

*Advertising*

+

NEW YORK  
CHICAGO  
BOSTON

A good piece of copy, like a healthy case of chicken pox, has an infectious quality.

As soon as you see the headline, its enthusiasm warms you to read farther.

Copy written by young men or young women is apt to be that way. Their enthusiasm hasn't been calloused by too many years of growing cautious.

This morning I strolled through the copy department to chat with the bright-eyed men and women whose services this organization offers.

In one office a member of the group working on Armstrong's Linoleum sat writing.

Last week he had been selling linoleum on the floor of one of New York's largest department stores. His mind was peopled with the shoppers on whom he had waited. He was fidgety until I left—impatient to talk about linoleum in print.

Across the aisle I encountered one of the writers serving the Easy Washer. Last month he hired himself out as a salesman for the machine. Thirteen hours a day he tramped the streets of Bridgeport, Conn.—pushing bells, struggling to demonstrate the Easy Washer to the woman who held the door to a tiny crack . . . finding out the things that caused that door to open wider.

He found out. It's in the copy he writes.

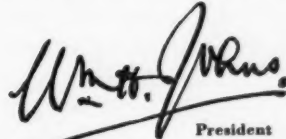
Two offices farther away I dropped into a chair beside the desk of a young woman whose life ambition is to increase the sale of Pompeian Beauty products.

Fresh from a recent course in cosmetics at a leading school, she was handing on feminine secrets to the readers of the women's magazines. She asked my opinion on three alternative headlines. They were all good. How could they fail to be? She knew her subject. Her copy blazed with an enthusiasm that captured you from the first phrase.

For once, I think, I have a sharp focus on our copy department.

Here it is: Young—average age thirty. Enthusiastic—their work is exciting. Stirred up over the things they write about, their copy throbs with human interest.

We have been established since 1892, and the average age of our eight officers and directors is forty-eight years. They can furnish the "poise" if and when needed.

  
President



*Hutchinson is influenced most by the farm trade. It is the center of a large wheat producing section of Kansas and is the largest produce center in the southwestern part of the state.*

## Dartnell Check-up on Distribution of Advertised Products

**I**N HUTCHINSON, business is affected largely by the farm trade. It is the largest city in which this survey has been made, although the trading area may not be as large as was found surrounding some of the other cities. The present estimated population is 28,000 and the census figure for 1920 places the population at 23,298.

Hutchinson is chiefly a farmer's city, as it is the center of one of the best wheat and corn growing areas in the state. It is one of the largest strictly hard wheat markets in the world and is the largest poultry, egg and cream center of the Southwest. Located on the main lines of three different railroads, it is the natural outlet for farm products and the distributing center for the district to the southwest. Wichita is forty-five miles southeast of Hutchinson and is the only other large city in the district. To the west of Hutchinson there is nothing larger east of Denver, which is too far away to have any influence on the business of the city.

These facts make Hutchinson

### *Covering Grocery, Jewelry and Electrical Products*

The tenth article of a series  
Hutchinson, Kansas

the chief wholesale distributing point for a large territory comprising western Kansas, northern Oklahoma and Texas, and eastern New Mexico and Colorado. The lines covered include produce, fruit and vegetables, groceries, paints, glass, wallpaper, jewelry, hides and furs, optical goods, hardware, tanks, auto supplies, office furniture and supplies, and athletic goods.

Manufacturing does not play as important a part in the business life of Hutchinson as it does in some of the cities that have been studied previously. It is the industrial center for this part of the state and country, but industry consists largely of mining salt. One of the largest veins of rock salt in the world underlies this area. The vein is thirty feet thick and lies three hundred feet below the surface of the ground. At the present time there are twelve companies working the

vein with a total production capacity of 12,000 barrels daily.

Industrial Hutchinson occupies a commanding position among cities of its size in this district.

Among the things made there are: Bags, flour, salt, wallboard, packing house products, strawboard, work clothing, trunks, vinegar, auto tops, candy, leather goods, mattresses, castings, blank books, tents and awnings. With a great market easily accessible, the best of transportation facilities, industrial gas supplies, fine water and power supplies, excellent labor and living conditions, Hutchinson offers unusual manufacturing possibilities.

A striking point about the population is that only 5 per cent of the whole are not native white Americans, an exceptional showing for a city of this size. Four per cent are colored and 1 per cent Mexicans.

Retail Hutchinson is ready for the demands which the people of this area place upon it. The stores, as a whole, in the main shopping district are all good, well kept, carry good stocks and



# NEW GOVERNMENT FIGURES CONFIRM OREGONIAN LEADERSHIP OF THE ENTIRE PACIFIC NORTHWEST

OCTOBER 1st reports to the United States Postoffice Department, shown on this page, reveal:



**1** The Oregonian has the largest daily circulation of any newspaper in the Pacific Northwest.

**2** It has the largest Sunday circulation of any newspaper in the Pacific Northwest.

**3** It leads by a large margin the circulation of the papers in

Seattle, despite Seattle's larger population. Its readers pay 5 cents a copy, 75 cents a month, 8 dollars a year by mail—a higher price than any

other Portland paper receives. Thinking people can draw their own conclusions as to this leadership.

The Oregonian is admittedly a good newspaper. Many have said it is more, and that it possesses "a Tremendous Good Will," found in but few newspapers in America, which wins its readers, holds them, and exerts an influence out of all proportion to ordinary standards.

COMPARATIVE newspaper circulation figures as shown in the United States Government statement of October 1, 1927:

Portland	Daily	Sunday
Oregonian .....	106,618	155,608
2nd paper .....	*100,159	126,535
3rd paper .....	48,924	
4th paper .....	47,645	
Seattle		
1st paper .....	94,164	**154,360
2nd paper .....	89,312	115,371
3rd paper .....	87,556	

\*These figures include post-dated Morning Edition of 21,300 copies, which if deducted leave evening circulation of 78,859.

\*\*These Sunday figures include so-called "bulldog" editions which are issued as early as Thursday.

That's one big reason why The Oregonian is read by more people, in more homes, than any other newspaper in the Pacific Northwest.

## The Oregonian

PORTLAND, OREGON

THE GREAT NEWSPAPER OF THE PACIFIC NORTHWEST

Circulation over 106,000 daily, over 158,000 Sunday

Nationally represented by VERREE & CONKLIN  
NEW YORK CHICAGO DETROIT SAN FRANCISCO  
285 Madison Avenue Steger Building 321 Lafayette Blvd. Monadnock Building

76 YEARS OF UNBROKEN DOMINANCE IN THE OREGON MARKET

SALES MANAGEMENT, DECEMBER 10, 1927 [1045]

## Distribution of Eighty-Six Nationally Advertised Grocery Products in Hutchinson, Kansas

Product	Per Cent Distribution (76 Stores)	Product	Per Cent Distribution (76 Stores)	Product	Per Cent Distribution (76 Stores)
Arbuckle's Coffee	1.3	Eatmors	6.6	Phenix Cheese	25.0
Armour's Products	7.9	Edgemont Crackers	.0	Planters Peanuts	6.6
Aunt Jemima Pancake Flour	72.3	Fels Naptha Soap	44.7	Post Bran Flakes	98.7
Baker's Cocoa	38.2	Fleischmann's Yeast	88.2	Post Toasties	100.0
Beech Nut Peanut Butter	35.5	Flit	55.3	Postum	82.9
Blue Ribbon Mayonnaise	30.3	French's Mustard	98.7	Quaker Breakfast Foods	96.1
Bon Ami	94.7	Grape Nuts	98.7	R & R Boned Chicken	.0
Borden's Milk (Eagle Brand)	89.5	Heinz Products	56.6	Ralston Purina Breakfast Foods	.0
Bovril Consomme	.0	Jello	80.3	Rumford Baking Powder	65.8
Brer Rabbit Molasses	25.0	Junket	3.9	Sani-Flush	89.5
Brillo	34.2	Kaffee Hag	9.2	Seal Brand Coffee and Tea	28.9
Calumet Baking Powder	100.0	Karo Corn Syrups	65.8	Shredded Wheat	100.0
Campbell Soups	89.5	Kitchen Klenzer	43.4	Snider's Tomato Products	26.3
Campfire Marshmallows	67.9	Knox Gelatine	76.3	Snowdrift	35.5
Canada Dry	19.7	Kraft Cheese	60.5	S O S Cleaners	30.3
Carbola	.0	La France Soap Powders	73.7	Sunbrite Cleanser	43.4
Carnation Milk	80.3	Larvex	.0	Sunkist Oranges and Lemons	96.1
Certo	82.9	Libby's Products	46.0	Sunshine Biscuits	65.8
Chipso	67.1	Lux	92.1	Swan's Down Cake Flour	90.8
Cliquot Club Gingerale	27.6	Maxwell House Coffee	73.7	3 in 1 Oil	64.5
Colman's Mustard	23.7	Mazola	59.2	Thompson's Malted Milk	34.2
Cream of Wheat	92.1	Minute Tapioca	97.4	20-Mule Team Borax	73.7
Crisco	69.7	Monarch Brand Products	9.2	Underwood Deviled Ham	25.0
Del Monte Products	57.9	Morton's Salt	63.2	Unedda Biscuits	30.3
Diamond Crystal Salt	.0	Muffets	6.6	Welch's Grapejuice	35.5
Dr. Price's Extracts	10.5	Old Dutch Cleanser	94.7	Wesson Oil	55.3
Dona Castile Soap	26.3	Pabst-Ett	50.0		
Drano	64.5	P & G Soap	93.4		
Durkee's Salad Dressing	38.2	Pep	76.3		
Duz Soap Products	.0	Pet Milk	96.1		
				Average Distribution	51.8

have fine displays both in the windows and inside. But, as would be expected in a city in this location, the majority of the stores carry stocks that appeal to the farm trade—a cheaper line of merchandise sold at catalog prices. One store, Rorabaugh-Wiley's department store, is the largest in this part of the state.

### Grocery Products

Seventy-six stores were checked for the list of grocery products. Out of this number, there was only one nationally-known chain organization represented. There are three Piggly-Wiggly stores in Hutchinson and all of them are standard. In addition to this group, there are five local organizations. One group has nine stores in its chain, three of which are located in Hutchinson. All of these stores are good and probably are the best group of local chain stores that have been found in the course of this work. The main store is large with a good stock, meat department, displays, windows and shelving arrangement, and the other two are of the same type, the only difference being in size.

The other organizations are of the same kind, although not of

the high type run by Piggly-Wiggly. Two organizations have three stores in their chain and the other two each have two. The neighborhood stores, generally speaking, were not as good as have been found in some of the cities studied. They were smaller and carried smaller stocks. A point in which they did stand out was that they were much better kept than in some of the other cities. One of the best stores in the city was a neighborhood store doing a business that covers the entire city.

Only three of the eighty-six products checked were found to have 100 per cent distribution. These were Calumet baking powder, Post Toasties and Shredded Wheat. Three other products came close to this figure, being found in every store but one of those checked. They were French's Mustard, Grape Nuts and Post Bran Flakes. Eight of the products were not found in any of the stores checked. These were Bovril consomme, Carbola, Diamond crystal salt, Duz soap products, Edgemont crackers, Larvex, R & R boned chicken and Ralston Purina breakfast foods.

It is interesting to note the comparison between the distribu-

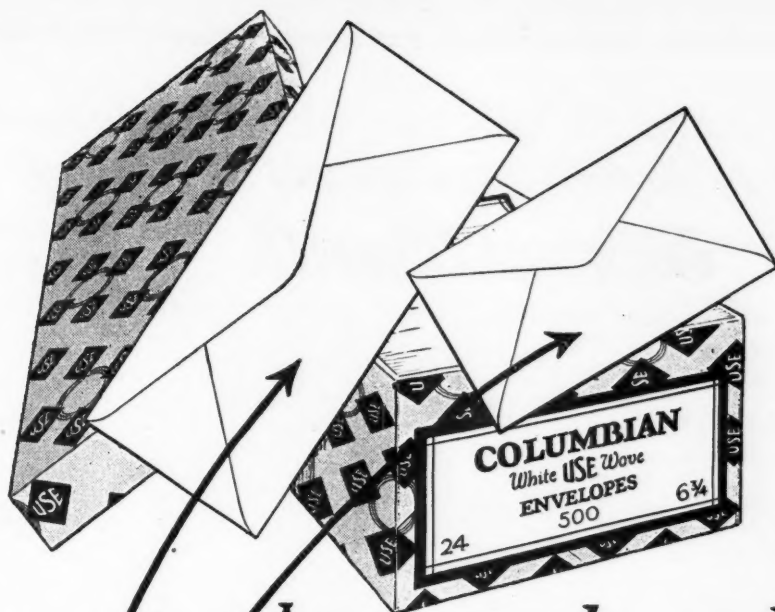
tion of a few similar products. Wesson oil had a distribution of 55.3 per cent and Mazola 59.2 per cent. Kitchen Klenzer was found in thirty-three of the stores, Old Dutch Cleanser was found in seventy-two and Sunbrite Cleanser was found in thirty-three. Canada Dry ginger ale was sold in fifteen stores and Cliquot Club in twenty-one. French's mustard had a distribution of 98.7 per cent while Colman's had only 23.7 per cent. Out of the nine breakfast foods checked, Ralston Purina, Pep and Muffets were the only ones having a distribution of less than 90 per cent.

The percentage of distribution figure for the group of eighty-six products checked in the seventy-six stores was 51.8 per cent. Nine products, known more as local brands, were checked in these stores and had a distribution of 56.4 per cent. The average number of the nationally known products handled was 44.3 while 5.1 was the average of the nine local lines of products handled by all of the stores.

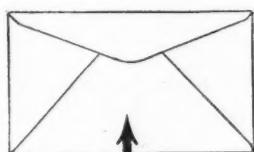
### Jewelry Products

The jewelry stores in Hutchinson were, as a class, small. They did not carry a very heavy stock





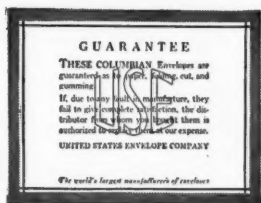
## Easy to buy good envelopes now even for the novice



The watermark appears in every envelope



This attractive box with the USE all-over design will not soil or show dust in your stock



The guarantee protects your customer—and YOU

BUYING envelopes used to be like buying paintings — not a job for the novice. No more, though.

Now you can order envelopes by name, and know what you're going to get, and what you may expect from them.

### Name — Box — Watermark — Guarantee

Columbian USE White Wove Envelopes are made by the world's largest manufacturers of envelopes. They come in a different, attractive, non-soiling box—one you'll know among a thousand.

They're watermarked, too—with the makers' initials, USE. You can tell them anywhere, even out of the box and banding.

And every box carries a printed guarantee of satisfaction. If a defective lot should get by the factory inspection, the dealer you bought them from will exchange them without quibble or question.

### Remember the Name

Note the name—Columbian USE White Wove. When you need a new supply, get them through your printer or stationer. If he does not stock them, write us.

UNITED STATES ENVELOPE COMPANY

The world's largest manufacturers of envelopes  
SPRINGFIELD, MASSACHUSETTS

With fourteen manufacturing divisions covering the country

# COLUMBIAN White USE Wove ENVELOPES

# The May Department Stores Company

## Famous-Barr Co.

OFFICES  
NEW YORK, 115 BROADWAY  
BOSTON, 186 LINCOLN ST.  
PARIS, 17 RUE POISSONNIERE  
LONDON, OXFORD CIRCUS W.1  
BERLIN, 66 A. WALL STRASSE  
FLORENCE, 3 VIA TORREBUONI  
VIENNA, VI - BURGERSPIELGASSE, 21  
BRUSSELS, NO 30 RUE DU PORT NEUF  
CALAIS, 29 RUE D'ARTEL

STORES  
CLEVELAND LOS ANGELES DENVER AKRON

OFFICES  
LYONS, 3 QUAI ST. CLAIR  
BELFAST, 59 SCOTTISH TEMPERANCE BLDG.  
MANCHESTER, 56 ROSSLEY ST.  
CHE. NINTZ, FAIRBRIGHT PLATE 7  
GABLONZ, O/N. HAUPTSTRASSE 8  
KOBE, JAPAN  
YOKOHAMA, JAPAN  
SHANGHAI, CHINA

EXECUTIVE DEPARTMENT

ST. LOUIS June 1, 1927

The American Multigraph Sales Co.  
207 Fullerton Bldg.  
St. Louis Mo.

Gentlemen:

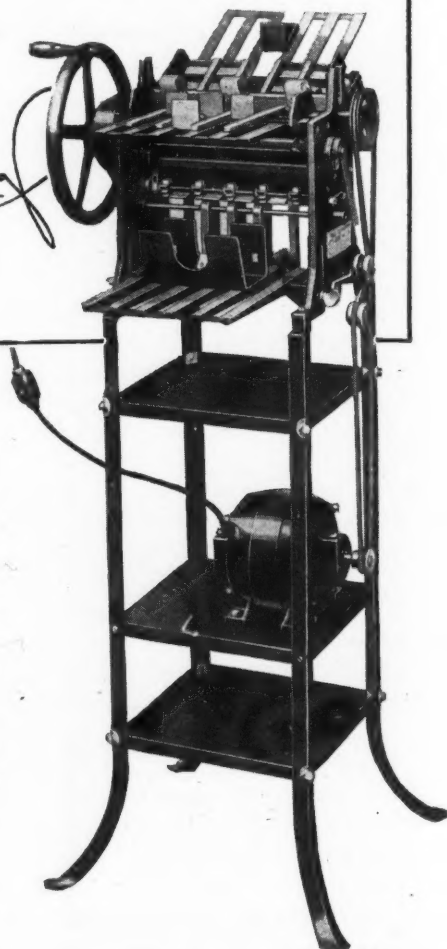
Answering your recent inquiry would advise that for the past ten years we have been using your folding machine on our monthly statements. This, we think, fully answers any question as to its value to us. As for comparison between the machine and hand folding, there is none.

Very respectfully,

FAMOUS BARR CO.

By

WBL:E



## Take advantage of this interesting FREE demonstration

At no cost you may use this machine for one week, on your own statements, folders, letters and other work now being folded by hand.

We are so sure that you will immediately see a large possible saving of time and money that you will decide to own the folder—which you can buy on easy terms. It is said to be the only practical folding machine of moderate price suited to the every day needs of any kind of business.

If you decide not to keep it, ship it back at our expense.

To take advantage of the above offer, fill out the coupon at the right, attach it to your business letterhead and mail to

THE AMERICAN MULTIGRAPH SALES COMPANY  
1832 East 40th Street, Cleveland, Ohio

THE **MULTIGRAPH** folder 58

Send me your No. 58 Folder for free demonstration.

Name of Business.....  
Street Address.....  
City.....  
State.....



## Distribution of Jewelry and Electrical Products in Hutchinson, Kansas

### Electrical Products

Product	Per Cent Distribution (9 Stores)
Adjusto Lights	11.1
Aladdin Lamps	44.4
Almco Lamps	.0
Armstrong Table Stoves	33.3
Benjamin Electric Products	44.4
Bright Star Flashlights	.0
Buss Lights and Fuses	55.6
Carbola	.0
Delta Electric Lanterns	11.1
Dim-a-lite	55.6
Eureka Sweepers	11.1
Eveready Flashlights, Batteries	44.4
Gainaday Washers	.0
General Electric Toasters	.0
Hemco Twin-Lite	55.6
Hoover Sweepers	11.1
Hotpoint Products	66.7
Paulding Sockets	.0
Premier Sweepers	11.1
Rotarex Washers	.0
Simplex Irons	33.3
Sunbeam Irons	22.2
Telechrons	.0
Thor Washers & Ironers	11.1
Westinghouse Irons	44.4
Average Distribution	22.7

### Jewelry Products

Product	Per Cent Distribution (10 Stores)	Product	Per Cent Distribution (10 Stores)
Agassiz Watches	.0	Orange Blossom Wedding & Eng. Rings	44.4
Alvin Silver	11.1	Parker Pens	77.8
Ansonia Clocks	11.1	Wm. Rogers Silverplate	88.9
Benrus Watches	11.1	Seth Thomas Clocks	88.9
Brighton Watches	.0	Sheaffer Pens	66.7
Bulova Watches	22.2	Simmons Chains	100.0
Community Plate	55.6	Tecla Pearls	.0
Conklin Pens	22.2	Telechrons	.0
Deltah Pearls	33.3	Touchon Watches	.0
Dueber Hampden	44.4	Tudor Plate	55.6
Elgin Watches	100.0	Wahl Pens, Pencils	33.3
Exceptional Fountain Pens	.0	Wallace Silverplate	22.2
Filmco Cameras	.0	Waltham Watches	100.0
Gilbert Clocks	33.3	Waterman Pens	22.2
Gruen Watches	22.2	Westclox	100.0
Hamilton Watches	100.0	Whiting & Davis Mesh Bags	88.9
Hickok Buckles	11.1		
Howard Watches	66.7		
Ingersoll Watches	66.7		
International Sterling	55.6		
Kodaks	.0		
Kum-a-part Cuff Buttons	88.9		
La Tausca Pearls	55.6		
Longines Watches	.0		
Majestic Watches	11.1		
New Haven Clocks	66.7		
		Average Distribution	42.3

of merchandise. Ten stores were checked for this line. Out of this number there were only three that were of a good size. One of the three was a chain store and operated on a time payment basis. Two of the stores were connected with drug stores and one with a music store. Another had a space about ten feet square where a small stock of watches and a few pieces of plateware were carried, the largest part of the business being done in watch repairing.

These stores told the investigator that most of their buying is done in Chicago. Other points from which parts of their stock is received are: Kansas City, New York City, Cincinnati, St. Louis and the cities where the larger plate manufacturers are located. The bulk of plateware buying is done direct. A local jobber does a little business among these dealers, but his efforts are concentrated largely in the smaller towns outside of the city.

The figures in the chart show the results for the jewelry stores alone—nine in all. The tenth store checked was Rorabaugh-Wiley's department store, where a small line of plateware and clocks is carried in addition to a good stock of novelty jewelry.

Figures mentioned in this discussion are for the jewelry stores alone. Five products had 100 per cent distribution, Elgin watches, Hamilton watches, Simmons chains, Waltham watches and Westclox. Westclox were also handled by the department store, making this product the only one to have 100 per cent distribution when all of the stores were considered.

The Swiss watch manufacturers apparently do not try to gain a high percentage of distribution, as has been shown from this and previous surveys. Benrus watches were sold by one dealer and Benrus and Gruens were each handled by two dealers. Agassiz watches, Brighton watches, Exceptional fountain pens, Filmco cameras, Kodaks, Longines watches, Tecla pearls, Telechrons and Touchon watches were the products found to have no distribution in these stores.

The distribution figure, when all of the stores were considered, was 39.8 per cent. When only the nine jewelry stores are considered, the figure is 42.3 per cent. The average number of the forty-two products checked and handled by these stores was 16.6 and by the jewelry stores alone, 17.7.

### Electrical Products

The list of electrical products was checked in nine stores. This class of store was better than has been found in any of the cities previously checked. Out of this number, one was the local public utility company, which handles a good line of electrical appliances. Another was the automotive equipment wholesaler who handles a small line of electric lanterns. Three of these stores have salesmen working out of the store selling the products for which they have the exclusive agency. All of the stores were good and carried a good stock of merchandise. The buying is spread largely between Kansas City, Chicago and Wichita, and the larger appliances are received direct from the respective manufacturers in the majority of cases.

The percentage of distribution figure for this group of products was 22.7 per cent, and the average number of the products handled by all of the stores was 5.7. Twenty-five products were checked in the nine stores.

In the next issue of SALES MANAGEMENT, the results found in the hardware, radio and automotive equipment stores will be discussed.

# Biography Records Patterson's Sales and Advertising Policies

ONE imagines that it would be interesting to hear what John H. Patterson, of the National Cash Register Company, would have to say to the sub-title that somebody has affixed to the biographical sketch that ran serially some years ago, and is now issued in book form by the Garden City Publishing Company: "Pioneer in Industrial Welfare." Mr. Patterson was a pioneer all right, but not in anything so vague and wishy-washy as that high-sounding term implies. And whatever else he might have been, he was not mealy-mouthed.

## Sub-title Deceiving

THE present-day practice of organized, intensive salesmanship derives in all probability more from John Patterson, directly and indirectly, than from any other single individual, and in that he was a genuine pioneer. But as for "industrial welfare"—that rather cloudy mixture of benevolence, philanthropy, and paternalistic idealism—there is no evidence that he had any interest in it, though the author labors heavily at times to prove that he was less hard-boiled than he was commonly reputed to be.

To the mind of the present reviewer at least, that sub-title is quite misleading. Those who buy the book on the strength of it are likely to be disappointed, and on the other hand, those who would find the book most interesting are likely to pass it by. What we have here is no academic or theoretical treatise, but a lucid and in the main a straightforward interpretation of a robust and extremely colorful personality, and a detailed exposition of sales and advertising policies. There are, it is true, some rather important omissions. The author scrupulously avoids, for example, any mention of Mr. Patterson's policies in dealing with competitors,

*A Review of a New Book on the N. C. R. Founder, by Samuel Crowther*

By ROY W. JOHNSON

and of the prosecution by the government under the Sherman Act in which they finally culminated. He is also rather reticent with regard to the Patterson habit of tyrannizing over the private affairs of his associates and employees. By no means is the whole story here, but what there is of it is intensely interesting, and of considerable practical value to the sales executive. Some of the Patterson policies have gone by the board, and others have been modified and amended; but his habit of ruthless analysis of a situation into simple and elementary terms is just as good today as it ever was, as also is the policy of meeting crises, financial or otherwise, standing up instead of lying down.

## When Trouble is an Asset

INDEED it is not at all impossible that this book might have a tonic effect upon some of the brethren who are just now going about filled with apprehensions as to business cycles and depressions, as well as upon those who are anxiously wondering which set of economic prophets to believe. The Patterson method of dealing with cycles and depressions is amply demonstrated by Mr. Crowther, and he is particularly successful in showing the part that it played in the ultimate success of the N. C. R.

"Mr. Patterson," he says, "knew all about financial crises—they were his constant companions. In the beginning they used to visit him once a week. Then they came around only once a month; then only once a year. They did not quit calling for about thirty-five years. He shook hands with every one of them and then edged them off the premises. Some-

times they did not want to go but they always did go. They were always pushed out by a crowd of business.

"His invariable rule when short of money or when outgo began to exceed income, was to get more income from more sales. He believed that cutting down expenses to make ends meet was the surest possible way to prevent them from meeting. He held that cutting down expenses cut down initiative and energy. If his bank account became anaemic, he went right out after the fresh blood of new business. He doubled his volume in the depression following the Panic of 1893. John Patterson was always at his finest when in trouble. He fairly revelled in it."

Or again:

## A Good Antidote

MR. PATTERSON'S study of business cycle may not have been scientific, although probably it was about as scientific as any other study excepting that he omitted the jargon, but he most certainly used his knowledge in the most intense and constructive fashion. For while many get out of this study only a reason for hiding in the cellar and being chary of coming out of it, Mr. Patterson took an approaching panic as an instruction to revise his business methods and to press business the more furiously. He not only had, as all his associates said, 'a nose for panics' but he also had an antidote for them."

Mr. Patterson, it may be noted, always did "omit the jargon," as he also omitted the customary respect for precedent and reverence for tradition. In perceiving that cutting down expenses would also cut down initiative and energy, he was simply applying the same practical common sense method of analysis that he applied to routine sales and advertising problems. If business became harder to get, it was simply necessary to work



MORE THAN  
195,000  
DAILY

# Los Angeles Examiner

CHARACTER QUALITY ENTERPRISE  
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE THE GREAT NEWSPAPER OF THE GREAT SOUTHWEST

MORE THAN  
425,000  
SUNDAY

"Greatest Salesman in the West"

5c DAILY

DECEMBER 10, 1927

10c SUNDAY

## NOTED CHEFS, ORGANISTS, AUTOGRAPHED RECIPES, AT EXAMINER COOKING SCHOOL

### NEW FEATURES BRING CROWDS TO EACH CLASS

WHO ever heard of a cooking school starting its classes with a 15-minute organ recital?

Who ever heard of a cooking school with guest-chefs of national and international repute appearing week after week to instruct an interested audience in the science of good cookery?

Who ever heard of autographed recipe cards, on fine stock, being handed to 650 women every week, at the close of a cooking school class, each containing the brand

names of the advertised products used that day?

### Beautiful Setting

WHO ever heard of a newspaper creating so much interest in its cooking school that it turned 'em away every Tuesday and Thursday, twice a week, 52 weeks a year?

And who ever heard of a cooking school conducted in such a magnificent setting as The Los Angeles Examiner's—the charming little theatre of Barker Bros., one of America's most beautiful stores?

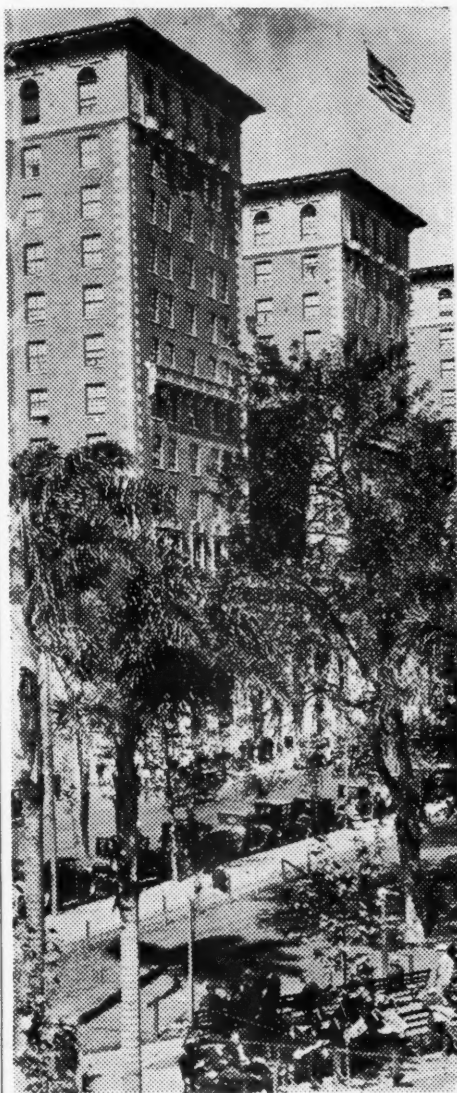
Backed by a steady stream of promotion to Examiner readers, and by the obvious high interest through unusual features, The Examiner is doing a job for its food advertisers that cannot be duplicated anywhere in the country today. There are annual cooking classes on some papers, lasting a week or so; there are classes held in cramped and uncomfortable quarters; there are others where the women struggle with hats, coats and paper and pencil while trying to take notes, but only The Examiner's 1927 version of what a cooking school should be has come along within the past decade to lift that form of cooperation out of the old-time rut into which it had fallen.

### Chefs from Europe

CHEFS from the capitals of Europe; chefs who have cooked for nobility; chefs from St. Moritz, Lucerne, the Charterhouse of London, the Waldorf-Astoria of New York; from Cairo, from Calcutta and from the Ritz—these are the kind of men demonstrating the secrets of their culinary skill at the Examiner's School of Household Economics, using Examiner-advertised products to do the job.

We suggest again, with all the modesty such circumstances warrant, that you are making a big mistake if you don't hustle your food schedules into The Examiner immediately.

### Heart of a Great City!



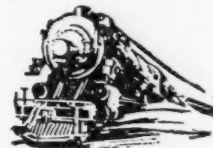
**A** BREATHING space in the center of downtown Los Angeles, across from the famous Biltmore Hotel. Here, the very heart of a metropolis of 1,300,000 people, rise tropic palms and rubber plants; the grass grows green 365 days a year, and the drear, bare leaves of mid-Winter's trees in the East if ever seen here would draw a crowd.

### AVIATION DEPARTMENT STARTS ON EXAMINER!

**C**ALLED one of the most forward-looking and radical steps in the newspaper advertising world of recent years, The Los Angeles Examiner has just inaugurated an Aviation page! It appears every Sunday, in the big Automotive Section, and the National Rate applies to advertisers using its columns.

It is the intention of The Examiner to foster the widespread interest already created by recent air achievements, to the end that it will be able to provide aircraft and aircraft accessories, manufacturers and student-training schools with a logical and supporting medium in which to place their story before the public.

That The Examiner should be the first great metropolitan paper to inaugurate such a department is but natural. Southern California already has 20% of the 'planes of the nation within its boundaries, and 35% of the licensed flyers, while The Sunday Examiner has a greater circulation than ANY newspaper West of the Missouri.



Examiner readers enjoy life well enough to get around and see it! And the geniuses who guide the destinies of our railroad systems know it. Canadian Pacific . . . New York Central . . . Great Northern . . . Canadian National . . . Southern Pacific . . . in fact, EVERY railroad that buys newspaper advertising space in Southern California has The Examiner on its schedule.

### "GREATEST SALESMAN in the WEST!"

**T**HE Los Angeles Examiner has the largest (Net Paid), Daily and Sunday circulation of any morning newspaper West of the Missouri.

**ALSO, it has —**

the largest Daily and Sunday (Net Paid) HOME-DELIVERED CARRIER CIRCULATION OF ANY NEWSPAPER IN LOS ANGELES.

harder and spend more (not less) in order to get it. The fact that it was not customary, or traditional, or in accordance with precedent, had nothing to do with the case. And the reasoning is just as sound today as it ever was.

The influence upon American business of this wholesale coal merchant suddenly turned manufacturer, with no knowledge of manufacturing, and with an enterprise that was clearly insolvent within a month after he bought it, has been simply incalculable. And that influence has been very largely due to something that would ordinarily be fatal to the success of any concern that did not have a genius at the head of it: The Patterson habit of "firing" executives and department heads who straightway went out and proved their capabilities elsewhere. Chalmers, Watson, Macauley, Theobald, Jordan, Counselman, Deeds, Pflum, Lauver, Lewis, Olwell—the list is an almost endless one.

"It has been said," says Mr. Crowther, "that no sales organization anywhere in the United

States numbering more than twenty-five people is without someone who received a course of training in the N. C. R." That is probably true. But what is more to the point is the fact that so many successful selling organizations during the past thirty years have been trained and directed by ex-N. C. R. executives. They went out from the N. C. R., often with a sense of burning injustice and an opinion of Mr. Patterson that couldn't be printed, but they could not fail to recognize the soundness of most of what Patterson had taught them despite their wrath.

Mr. Patterson did not originate the cash register. As Mr. Crowther points out, he was not an originator, but an adapter. He adapted ideas which came from all sorts of sources to a specific situation, which happened to be a situation that was well-nigh universal though he was among the first to perceive it. The story is well worth reading, both for its intrinsic interest and for what it may suggest.

## Organized Advertising Plans Program of Research

RESEARCH will be one of the major activities of organized advertising as a result of the decision reached by the International Advertising Association to establish a bureau of advertising research and education. The final barrier to the establishment of such a bureau was removed a few days ago when the advertising commission of the association reached an agreement on the proposals under consideration at the Boston meeting.

Nathaniel W. Barnes, associate professor of marketing at the University of Chicago, the man who has been chosen as director of the bureau, explained that one of the chief aims of the bureau will be to act as a central exchange for coordinating the work of those agencies already engaged in research.

"There are more than 100 or-

ganizations and universities now conducting research along advertising lines," said Mr. Barnes. "Each is working as an individual, and yet each is exerting an influence on advertisers and on the public with its findings. The result is confusion.

"Far from asking them to discontinue their work, the new bureau plans to cooperate with existing agencies by suggesting fresh fields for research and by supplementing work already done; but with a single bureau representing internationally organized advertising, acting as a clearing house, the results will be more crystallized and more uniform."

Explaining a part of the educational goal the bureau will strive to attain, Mr. Barnes stated:

"It is believed that, ultimately, it should be possible to establish a professional basis of prepara-

tion for advertising equal to that of medicine, law and accountancy. The plan contemplates the formulation of standards for education in advertising, for practicing advertising, and for the use of advertising knowledge in business."

At the meeting George M. Burbach, chairman of the International Advertising Commission, announced the association's intention to encourage competition and better work in advertising by making an annual award similar to the Harvard award of the Bok prize. It would be a separate award from the congress of all advertising interests, and would strengthen the incentive to prepare better advertising.

---

### MR. FEIKER SPEAKS ON ADVERTISING

ADVERTISING is one of the four great forces at work in America and is the motivating power that will swing the curve of living standards in a great upward bend in all parts of the globe, according to Frederick M. Feiker, managing director of the Associated Business Papers, and formerly assistant to Herbert Hoover, Secretary of Commerce, who recently addressed the Advertising Club of Boston.

Discussing "New Business," and analyzing the four forces that are at work in its shaping, Mr. Feiker said: "The first of these shaping instruments is the school and college. Young men and women are receiving instruction that leads them to look at facts in a new light. The 'rule of the thumb' in business is passing. The second force is the trade association, combining industries within geographical districts to work out their problems in common.

"Another force is the governmental department that touches upon business. The bureau of internal revenue, for instance, has forced a change in practice through stimulating cost accountancy. But greater than all these influences is the fourth, the business press, which serves to consolidate and combine the results of the other three, and to interpret them in the light of each individual business."



*It won't be long NOW!*



The book "Achievement in Photo Engraving and Letter Press Printing 1927" will be delivered to subscribers during the month of December.

LOUIS FLADER, Editor

# AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO

# Motor and Truck Sales Reflect Brisk Market in Southeast

**O**CTOBER proved one of the largest months in the history of the Chevrolet Motor Company in the Southeast, sales for the month being approximately 100 per cent over those of October, 1926, according to a statement made by R. H. Grant, vice president and director of sales, at a meeting of five hundred dealers and salesmen held recently in Atlanta.

The Chevrolet company is now erecting a new assembly and body building plant in Atlanta which will have a capacity of 300 new cars daily. It will be completed in time to start production by April 1, 1928, and will be the largest plant of this kind in the Southeast, consisting of four separate units.

Officials of the Buick, Studebaker, Mack and White truck companies state that sales are substantially larger at present than at this time in 1926, and will average about 12 per cent higher in the medium-priced motor car class, while truck sales are about 15 per cent larger. The reason for this increase, as stated by the officials, is because of the high cotton and other crop prices prevailing in the South. These conditions are estimated to have increased the purchasing power of southern farmers almost \$300,000,000 as compared with this season last year.

## Ice Manufacturers Active

**M**EMBERS of the National Association of Ice Industries at the tenth annual convention held in Atlanta in November, accepted a recommendation of the National Publicity Committee of the association, of the Trade Development Bureau, and of national advertising experts, that the association increase its budget to \$300,000 for its national advertising campaign during 1928. This advertising, which appears primarily in the standard magazines, will be

## *Chevrolet Sales Double During October; Cavalier Cigarette Gains Strong Foothold*

considerably expanded the coming year as a result.

One of the most interesting and instructive addresses on this subject was made before the convention by John Benson, a member of the firm of Benson, Gamble, Johnson & Read, advertising agency of Chicago, and president of the American Association of Advertising Agencies. He recommended that the industry not only invest the \$300,000 fund for national advertising, but that ice manufacturers in various cities or districts cooperate to further increase the value of this publicity by local or sectional campaigns of their own, using the newspapers as media.

## Bakeries to Enlarge Plants

**J.** E. MUCKERMANN, St. Louis, Missouri, re-elected president of the association for the coming year, told of how the Volstead act had served to increase ice consumption, due to the increase in the sale of soft drinks. He also stated that manufacturers of home refrigerating equipment have not made as serious inroads on the ice manufacturing business as would be presumed, as any losses sustained have been more than offset by the gain in ice consumption brought about by the national advertising campaigns the association has been conducting.

One of the features disclosed during the convention was that the ice manufacturing industries in the United States represent an investment of nearly \$1,000,000,000, and production is approximately 60,000,000 tons of ice per year. Figures also were presented to show that only about 40 per cent of the homes in the United States are equipped with ice boxes. It is principally to

reach the remaining 60 per cent that the \$300,000 educational advertising and publicity campaign is to be conducted during 1928, to instruct

housewives on the advantages of using ice.

Both the Southern Baking Company and the American Bakeries Corporation of Atlanta, operating chains of several large bakery plants in the southeastern states, plan expansion of their properties the coming year or two through the establishment of new plants at cities where they are not now operating, or enlargement of production facilities at existing plants, it was recently announced by Atlanta officials of the two companies.

The American Bakeries Corporation, recently purchased by the Cushman interests of New York City, has applied for a charter to domesticate its business in Georgia. The company has incorporated under Florida laws following the change of ownership. This company is just beginning to inaugurate an extensive advertising campaign in southeastern newspapers, using larger space than previously and featuring the various bakery products sold under the trade name of "Merita," including breads and cakes. The amount of outdoor advertising is also being expanded.

## Cigar Product Sales Up

**T**HE Southern Tobacco Corporation, manufacturer of Cavalier cigarette, which was recently placed on the Atlanta market after a very intensive newspaper and outdoor advertising campaign in the Atlanta community, has opened up a number of additional cities in the Southeast the past few weeks. In each of these centers, the company is following the same plan as in Atlanta, first inaugurating its outdoor advertising campaign announcing the cigarette, then following this up by using about quarter-page space in





"I tried some of it once . . . I didn't use it all"

How printing can help you quicken repeat sales

Behind the cluster of familiar cartons on every pantry shelf there are a few dusty packages of partially used goods. They were bought, tried, and, for one reason or another, were not used again. To the housewife they are simply "dead"—not useless enough to throw out, not sufficiently tempting to cause her to use them up and buy again. But to their manufacturer they are dangerously alive—an active barrier to future sales whenever their name is mentioned.

"Have you ever used Brown's Soup, Blue's Soap Flakes, Black's Corn?" queries the neighbor.

The housewife becomes the domestic science expert in all her glory. "Yes, I tried some of it once . . . but I didn't use it all."

Manufacturers sell merchandise, but people buy satisfaction. The difference between your most enthusiastic customer and

the woman firmly set against your goods is the amount of satisfaction each can get from their use. For every one who uses your product correctly, there are probably ten who do not.

As your business grows, you should use more good printing to teach the public how to get full satisfaction from each purchase.

What a good printer producing good printing can do for your business is really a twofold job. First, he is equipped to produce the printed literature that creates prospects and brings them to the buying stage.

And secondly—often more important—he can help you see that your goods are intelligently used during that dubious try-out period after the first sale.

What new and attractive printing have you ready now that can be packed with your merchandise or sent through the mails or passed out over the retailer's counter to

#### To Merchants, Manufacturers, Printers, and Buyers of Printing

For years the S. D. Warren Co. has studied ways to make direct advertising doubly effective. The results of this work are contained in a series of books on various phases of direct advertising. Copies of these books as issued may be obtained without charge from any paper merchant who sells Warren's Standard Printing Papers or by writing S. D. Warren Co., 101 Milk St., Boston, Mass.



This mark is used by many good printers to identify productions on Warren's papers. These papers are tested for qualities required in printing, folding and binding.

nurse the precious trial-user into the woman who says:

"I've used it for years . . . It's just splendid!"



WARREN'S STANDARD PRINTING PAPERS {better paper ~ better printing}

SALES MANAGEMENT, DECEMBER 10, 1927 [1055]

the daily newspapers and continuing both campaigns after the cigarettes have entered the market. Window and interior store display advertising is then added for dealers handling the line.

So far, wherever the cigarette has made its appearance, it has proved an exceptionally big seller, due to the extensive pre-sale advertising and, of course, to the quality of the product. As yet, no territory has been opened outside of the Southeast. In October, H. G. Davidson, president of the company, and formerly southeastern sales manager for the American Tobacco Company, made a trip through Ohio where he completed arrangements with jobbers in that district for the introduction of the Cavalier in the same manner in that section.

The factory in Atlanta has been operating at capacity since it opened some weeks ago, and has found it necessary to place an order for additional machinery, which will be installed before the end of December, increasing production to about 1,000,000 cigarettes daily, which will double the present output.

#### **Tobacco Tax Figures**

While on the subject of tobacco, it might be mentioned that N. D. Eubank, vice president and general manager of the Capital City Tobacco Company, Atlanta, one of the largest tobacco jobbing firms in the Southeast, states that cigar, cigarette, and pipe sales for the Christmas season have so far been approximately 15 to 20 per cent larger than at this time last year. Indications give promise that the 1927 Christmas season will prove one of the best in the history of this section, so far as tobacco products are concerned.

During November, officials of the various revenue and tax departments of six southern states which now have special state tobacco tax laws, held a conference in Atlanta and discussed ways and means for more efficient enforcing of the tobacco tax laws, methods for suppressing tobacco stamp counterfeiting and stealing, and the construction of better tobacco tax legislation.

During the conference, it was

brought out that tobacco tax collections in five of these states, during the last fiscal year, amounted to \$5,366,530, a considerable gain in collections over 1926, indicating that cigar and cigarette sales were also much larger.

The Alabama law did not become effective until October 1, 1927. As the taxes in these states are based on the retail selling price in most cases, amounting to 10 per cent, a sale of at least \$53,665,300 on cigars and cigarettes is represented in from October, 1926, to September, 1927, inclusive.

#### **Maytag Sales Increase**

In four of the states—Georgia, South Carolina, Arkansas and Tennessee—this represents a gain of about \$600,000 in collections of the previous year, which would mean a gain in cigar and cigarette sales in those states of about \$6,000,000. There was no gain in Louisiana as it was the first year of the tax there.

The state tax officials attending the meeting went on record as favoring taxes to include all tobacco and smoking products, which would include smoking and chewing tobaccos, pipes, and such items, as well as cigars and cigarettes.

At the meeting of the General Tire & Rubber Company in Atlanta, 150 dealers, jobbers and salesmen were present. William O'Neill, president of the company, and a director of the Rubber Association of America, the principal speaker at the conference, declared that a market analysis of the South indicated record sales in this district in 1928. He also stated that the next few months would witness a marked increase in tire and rubber prices in the United States, one of the results of the Stephenson restriction act which England is making effective.

Representatives of the Delco Light Company, Dayton, Ohio, attending a recent meeting of the southeastern forces in Atlanta, were told by H. W. Arnold, assistant to the president of the company, that in September Delco Light sales were the largest in

the history of the organization. September and October were both active months in the South with a substantial increase in sales over the corresponding months of 1926. Analysis of the district by managers of various branches and sales supervisors, showed that conditions in the rural districts of the Southeast are exceptionally good at this time, and that there is promise of sales continuing to show steady improvement for several months. W. R. Huber, sales manager for the Delco Light Company, was also a speaker at the meeting.

The Atlanta branch of the Maytag Washing Machine Company, handling sales in a group of southeastern cities, advises that since the new Maytag model came out recently, sales in the district have been increasing so steadily that it is impossible to fill all orders promptly.

#### **Brick Firm Increases Space**

The Hoover Suction Sweeper Company continued to maintain a steady gain in sales volume in the Southeast during October. Sales that month were over 15 per cent larger than they were during the same month last year, information from salesmen and dealers indicating that November and December sales in the same territory will be at least 20 to 25 per cent better than last year.

The Plainville Brick Company, Plainville, Georgia, which completed what is said to be one of the most modern brick plants in the South during the past summer, has increased its advertising appropriation and is now placing a schedule of full-page advertisements in some of the building trade papers of the Southeast. Space has also been enlarged in the southeastern daily newspapers the company has been using since the new plant at Plainville was formally opened.

H. A. Pendergraph, general manager of the merchandising department of the Georgia Power Company, Atlanta, advises that this company has been named retail dealer for the new line of General Electric refrigerators and will handle the line at all of its retail stores in Georgia.



on.  
th  
th  
er  
26.  
n-  
nd  
at  
of  
lly  
ere  
to  
ev-  
les  
ht  
at

ay-  
ay,  
of  
at  
me  
ict  
ily  
or-

e  
per  
n a  
the  
les  
ent  
the  
ion  
di-  
De-  
ory  
ent

ny,  
om-  
of  
in  
um-  
ing  
ing  
ise-  
ing  
ast.  
in  
pa-  
ing  
ille

eral  
de-  
wer  
hat  
re-  
gen-  
and  
its

2 7



# Hands that will spend thirty billion dollars

*These are the hands of Mrs. Liberal*

*Spender and Mrs. Careful Buyer. They*

*control the nation's purse strings. The*

*eyes that see the things these ladies buy*

*are eyes that read the rotogravure sec-*

*tions of newspapers. Put some of the re-*

*sponsibility of next year's sales volume*

*on rotogravure. It will build prestige*

*while making immediate sales.*



## ROTOPLATE

*the perfect paper  
for rotogravure  
printing. Made  
by the Kimberly-  
Clark Company,  
Neenah, Wis.*



OTOGRAVURE sections are  
published every week in fifty-three  
cities of North America by these  
eighty-four newspapers

- |                             |                             |                                |
|-----------------------------|-----------------------------|--------------------------------|
| *Albany Knickerbocker Press | *Los Angeles Sunday Times   | *New York Sunday News          |
| *Atlanta Constitution       | *Louisville Courier Journal | *New York World                |
| *Atlanta Journal            | *Louisville Sunday Herald   | *Omaha Sunday Bee              |
| *Baltimore Sun              | Post                        | *Peoria Journal Transcript     |
| *Birmingham News            | Memphis Commercial Appeal   | *Peoria Star                   |
| *Boston Herald              | Mexico City, El Excelsior   | *Philadelphia L'Opinione       |
| *Boston Traveler            | *Mexico City, El Universal  | *Philadelphia Inquirer         |
| *Buffalo Courier Express    | *Miami Daily News           | *Philadelphia Public Ledger    |
| *Buffalo Sunday Times       | *Milwaukee Journal          | & North American               |
| Chicago Daily News          | *Minneapolis Journal        | *Providence Sunday Journal     |
| *Chicago Jewish Daily       | *Minneapolis Tribune        | *Richmond, Va., Times-         |
| Forward                     | *Montreal La Patrie         | Dispatch                       |
| *Chicago Sunday Tribune     | Montreal La Presse          | *Rochester Democrat            |
| *Cincinnati Enquirer        | *Montreal Standard          | Chronicle                      |
| *Cleveland News             | *Nashville Banner           | *St. Louis Globe-Democrat      |
| *Cleveland Plain Dealer     | *Newark Sunday Call         | *St. Louis Post Dispatch       |
| *Denver Rocky Mountain      | *New Bedford Sunday         | *St. Paul Daily News           |
| News                        | Standard                    | *St. Paul Sunday Pioneer Press |
| *Des Moines Sunday Register | *New Orleans Times Picayune | *San Francisco Chronicle       |
| *Detroit Free Press         | New York Bollettino Della   | *Seattle Daily Times           |
| *Detroit News               | Sera                        | *South Bend News Times         |
| *Evanston News-Index        | *New York Corriere          | *Springfield, Mass., Union-    |
| *Fort Wayne News-Sentinel   | D'America                   | Republican                     |
| *Fresno Bee                 | *New York Evening Graphic   | *Syracuse Herald               |
| *Habana, Cuba, Diario De La | *New York Jewish Daily      | *Syracuse Post Standard        |
| Marina                      | Forward                     | *Toledo Sunday Times           |
| *Hartford Courant           | *New York Morning Telegraph | *Toronto Star Weekly           |
| *Houston Chronicle          | New York Il Progresso       | *Washington Post               |
| *Houston Post-Dispatch      | Italo Americano             | *Washington Sunday Star        |
| *Indianapolis Sunday Star   | *New York Evening Post      | *Waterbury Sunday              |
| *Kansas City Journal Post   | New York Herald Tribune     | Republican                     |
| *Kansas City Star           | *New York Times             | *Wichita Sunday Eagle          |
| *Long Beach, Calif., Press  |                             | *Youngstown, O., Vindicator    |
| Telegram                    |                             |                                |

Reg. U. S. **ROTOPLATE** Pat. Off.

the perfect paper for rotogravure printing is supplied  
by Kimberly-Clark Company to above  
papers marked with a star

**Kimberly-Clark Company**

Established 1872

Neenah, Wis.

NEW YORK  
51 Chambers Street

LOS ANGELES  
716 Sun Finance Building

CHICAGO  
208 S. La Salle Street

Write for our new book, the A B C of Rotogravure, showing many interesting specimens printed by this modern process. It will be sent to you without charge. Address Kimberly-Clark Company, Rotogravure Development Department, 208 S. LaSalle St., Chicago



# Columbia Economists Endorse Installment Selling

**I**NSTALLMENT selling is sound business practice, according to the findings of the staff of economists headed by Professor Seligman, of Columbia University, who has been studying the subject for the past fifteen months. Properly administered, the system of consumption credits is no more dangerous than production credits. In fact, the results of the system, properly safeguarded, tend to increase production, stabilize output, reduce production costs, and increase purchasing power.

## Consumer Credit Figures

These conclusions were announced by Professor Seligman November 17, at a dinner given in his honor by the General Motors Company at the Ritz-Carlton, New York, before a representative group of some 500 business and financial men. The investigation was originally undertaken at the request of the General Motors Company, which also financed the enterprise. As stated by James J. Raskob, chairman of the General Motors finance committee and host at the dinner, "If we were wrong, we wanted to know it. If we were on fundamentally sound economic ground, we wanted to know that also."

Professor Seligman, for his own part, said that in undertaking the investigation, he made it a condition that he have entire freedom of inquiry and judgment. After gathering his data he refused to be influenced in his conclusions, and as a further condition it was stipulated that the conclusions should be published in full. In its complete form, the investigation will cover two large volumes.

In summarizing the final report at the dinner, Professor Seligman stated that the extent to which consumer credits had been extended in 1926, was estimated at \$4,500,000,000. In that year there was a total commodity turnover

## *Impartial Investigation of Experts Establishes Time Payments as Sound Business Practice*

of \$38,000,000,000, installment buying representing approximately 12 per cent of the total. It was also estimated that there was about \$2,000,000,000 worth of consumer credit paper outstanding at one time.

On the highly controversial question as to the risk involved, he said: "There are no greater risks attending consumers' credits than producers' credits, if properly administered, and they are in fact, more liquid. Frozen credits are not a concomitant of installment selling. The theory that a business depression would be considerably aggravated by outstanding consumers' credits is not confirmed by investigation. An elaborate study of the situation in a period of almost complete depression caused by the coal strike in eastern Pennsylvania a few years ago, showed that there was even an advantage in installment credit over general bank credit. It showed that it is, precisely, in bad times that bankers are compelled to continue to extend credits of doubtful soundness, whereas in installment credit the volume of paper diminishes constantly.

## Majority Pay Their Debts

"Protracted investigations showed that the losses connected with installment paper are very small; that in the proper administration of the system, the finance company should be a dispenser of credit and not a seller of automobiles; which lends force to the principle, and brings forth the conclusion that the only legitimate system is the recourse one—that in which the seller accepts responsibility for the credit."

Individual credit, said the speaker, is going through precisely the

same phases that every preceding form of credit has passed through. "Installment credit is beginning to do for the consumer what the gradual

development of the commercial banking system has done for the producer. If the credit is restricted to the proper commodities, under proper management, it will gradually throw off its abuses and will stand forth as one of the most signal contributions of the twentieth century to the potential creation of national wealth and national welfare.

## Results of Credit Extension

There is always the qualification, of course. Consumers' credits are thus beneficial "under proper conditions," or "when properly administered." But exactly the same is true of any other system of credit, and as Professor Seligman pointed out, every form of credit has been subject to the same doubts and misgivings, and has been equally open to abuse.

"Economists," he said, "have in modern times, been making intelligible what is known as the economy of high wages. High productivity, high efficiency, high standard of life, go hand in hand with inventive ingenuity, with increase of capital and with augmented prosperity. In this process no small part is played by the gradual transition of commodities from the category of luxuries to that of necessities. The luxury of one age becomes the necessity of the next.

"While it is undoubted that in the case of the automobile there have, in individual cases, been very decided resultant evils, yet on the whole we cannot regard the automobile as a type of foolish and wasteful consumption. Few would dispute the statement that the advent of the automobile has marked a revolution in economic and social life comparable to that produced by the introduction of the railway."

# Selling the Same Line in the Same Territory for 25 Years

**T**WENTY-FIVE years ago the Toledo Scale Company hired its first salesman. That was in April, 1902. Today that same salesman is still selling Toledo scales in the same territory where he broke into the business. He is Richard Mull and he has handled sales in the Albany territory without interruption for a quarter of a century. He likes his work so well, moreover, that he is bringing his son into the same business. Already the younger Mull has charge of service work in the Albany branch and will undoubtedly work into the sales department eventually.

Richard Mull has some interesting things to say about his early experiences in the scale business. The contrast between selling back in 1902 and today is striking.

## Changes in 25 Years

"When I started with the company we had only three different models of computing scales to sell," he recalls, "one for \$45, another for \$65 and the third for \$75. Today they run into the hundreds. In those days we didn't have automobiles to take us from one call to another. We had to use trains or horses and carriages almost exclusively; sometimes we walked.

"The Adirondacks were a part of my territory. I have worked that section when the weather was twenty below zero and I have been compelled to drive from town to town when the snow was so deep in places that I did not know whether I was in the road bed or out in the fields. Nevertheless, I stayed with the job just the same and Monday mornings would find me taking a seven o'clock train to the part of my territory where I would start work for the week.

"I found that working when the weather was severe was a good time to catch merchants sitting around their stoves ready to

*Richard Mull, the First Salesman Ever Employed to Sell Toledo Scales, Now Is Teaching His Son the Same Business*



Richard Mull

talk business. As time went on our company began to turn out new models of counter scales and later on began to manufacture heavy duty scales. When I started, ours was a new scale with stiff competition to fight, but by staying in the same territory I got to know my trade and their needs and today I think I am safe in saying that seven out of every ten scales used in the Albany district are those I sell.

"When we began to turn out heavy duty scales for industrial uses I was very anxious to learn their good features so that I could start selling them together with the counter line for mer-

chants. One reason I have been successful with the industrial line was because I have always made it my business, when calling on a manufacturer, to get permission to survey the plants, suggesting to them where a Toledo scale would save money both in time and in accuracy. By first finding out their needs, as a rule I succeeded getting their orders.

"Once I gained permission to make a survey of an abrasive manufacturing plant and discovered that they could use a very small scale to test sandpaper and emery cloth and find out when the paper was running with sufficient grit. After analyzing the matter I talked with the purchasing agent a few minutes and told him that I could work out a machine which would be profitable in every respect and that the price would be \$1,200. After explaining the good features of this high-priced scale I got an order for one of them; today they have two more of these machines in their plant and within a short time will order three additional ones."

## Unusual Recognition

Richard Mull has set up such a record over a twenty-five year period that last October the Toledo Scale company used a full two-column advertisement in a leading popular weekly to tell the world about his work. In the advertisement it was said of him, "Hardly a day passes that some new problem is not revealed to him. That explains why Dick Mull keeps on selling Toledo scales with ever mounting enthusiasm. His job has been an eventful one of doing something different almost every day."

Of course, he has been offered many other positions. He has been promised more money by other manufacturers, but he has never regretted spending 25 years with a single company.



# PHOTOGRAPHS *Live Forever*



© M. A. C.

*The Thoughtful Man  
fulfills this family obligation!*



*Good photographers display this  
Mark of Membership and appre-  
ciate the high ideals and ethics of  
the profession*

THE MOST *manly* thing that a  
man can do . . . . to give his  
loved ones a lasting remembrance  
of himself . . . . his Photograph.  
Why risk putting it off any longer?

VISIT YOUR FAMILY PHOTOGRAPHER ONCE A YEAR

SALES MANAGEMENT, DECEMBER 10, 1927 [1059]

# A Sales Answer to Declining Profits

(Continued from page 1008)

corporations in the past, whenever that place has been reached representing the point which is as far as ordinary methods can carry selling, have balanced themselves with export selling (as the automobile is doing today).

Selling overseas has now, however, been hampered in its larger development by financial conditions abroad, with the result that in the last few years, for the first time, we have approached a tight situation. Both the foreign market and the domestic market now present fundamental difficulties of the kind not before encountered in America on so large a scale.

We have fairly well sold up the obvious and easy home market, and now only the most unusual and deep-reaching types of creative selling will suffice to meet the situation; creative selling which can spread home consumption still further than most manufacturers have been able to accomplish. Certainly it is utterly absurd to talk about "saturation," that word which slips most easily to the tongue as a ready explanation; for

this country is very far indeed from being lifted uniformly to the full standard of living which has been set up as constituting a real American standard.

No country can talk saturation with any justification, in which only 13 per cent of families own washing machines, 17 per cent have vacuum cleaners, 15 per cent have ordinary refrigerators—and only a handful own electric refrigerators; 22 per cent own pianos; 39 per cent own phonographs, and 17 per cent own radio sets. A country which has 402 brands of dentifrice and in which, in spite of this, only 25 per cent of its people brush their teeth, positively has no business to cry "saturation."

What it most seriously, most obviously needs is an effective kind of educational effort, on a wider, deeper scale; advertising and selling ability of a more thorough-going kind, which will bring up the rest of the population to the standard level. But certainly this is no task merely for a lot of additional "highly pepped-up" salesmen, and a lot more high-

pressure selling to seize the consumer's dollar.

As one of the country's ablest sales managers said at a recent sales managers' gathering, we have paid altogether too much attention to the subject of high-pressure personal selling, and altogether too little attention to those much deeper arts and sciences of marketing and sales management, which alone will ever be able to broaden markets for us. A bare one thousand corporations are using these high grade tactics today; in the next ten years thousands more must do so.

## Sales Executives of Today

Looking the facts squarely in the face, the selling executives of today are forced to acknowledge that the inventor, the production manager and the factory engineer have tremendously out-distanced them in accomplishment. I do not believe it is an exaggeration to say that within a few months' time our factories could, if it became necessary, actually double our present production. Could the sales executives of the country, inside of even five years, double the sales in the United States? It is certain that operating as they are today, they could not. Nor is it too great a slur on them, for marketing is a most complicated and deep-seated process. But this is the very reason why we must imbue more sales managers with the greater need for analysis research, cooperation and broad-gauged labor, for their work is really economic statesmanship as well as a practical selling job.

I believe considerations of this kind indicate to any thoughtful sales executive or manufacturing head, that more deeply creative selling method is called for by these facts. When gross margins decline, greater volume and lower unit costs are specifically called for. Is there any wonder then that industrial consolidation is going on at a great rate in almost every field of business?

TABLE II.

Table Showing Net Profit Comparisons  
1925-1923

	Percentage of Profit made 1925	Per Cent Change in Profit over 1923
Agriculture	1.75	-4.23
Mining	5.38	+4.56
Food, beverages, tobacco	3.10	-1.05
Textiles and products	3.48	-3.02
Leather and products	2.66	+ .16
Rubber and rubber goods	7.93	+5.53
Lumber and wood products	4.54	-4.83
Paper, pulp, etc.	6.03	- .89
Printing and publishing	6.70	- .96
Chemicals, etc.	8.95	+1.56
Stone, clay, glass	9.73	-1.42
Metal and products	7.42	+ .50
All other manufactures	6.13	-1.23
Construction	4.64	+1.65
Transportation, utilities	12.69	+ .66
Retail and wholesale trade	2.26	- .38
Professional, amusements, hotels	5.75	+ .80
Banking, insurance	12.57	+2.53



# Out In the Lead *and* Still Gaining!

## *The* **COMMERCIAL APPEAL** MEMPHIS TENNESSEE

### *The Largest Newspaper in the South*

**F**ACTS and figures of circulation and advertising carried by The Commercial Appeal during the first three quarters of 1927 established beyond a question its claim to a dominance of the rich Memphis Territory.

That its superior *reader appeal* is building not only a constantly growing circulation but an increasing leadership in distribution over its local contemporary is evidenced by these comparative figures.

#### **The COMMERCIAL APPEAL**

Following is the circulation statement of the Commercial Appeal since the Third quarter of 1926:

	MORNING	EVENING	SUNDAY
3rd Quarter—1926	99,785		129,380
1st Quarter—1927	102,398	30,149	135,750
2nd and 3rd			
Quarter—1927	104,074	45,569	136,916
Today	106,614	55,934	141,017

#### **PRESS-SCIMITAR**

The circulation statements of the Press-Scimitar since the amalgamation of the Press and The News-Scimitar, November 1926, are appended:

November 1926	-	-	-	104,754
1st Quarter—1927	-	-	-	94,115
2nd and 3rd				
Quarter—1927	-	-	-	91,949
Today	-	-	-	?

### **A CONVINCING PARALLEL**

Advertising carried by The Commercial Appeal and the Press-Scimitar during the First Ten Months of 1927 is compiled by Lake, Dunham and Spiro Advertising Agency as follows:

COMMERCIAL APPEAL			EVENING APPEAL			PRESS-SCIMITAR		
Local	-	-	7,146,062	Local	-	-	5,343,548	
National	-	-	2,628,451	National	-	-	979,923	
Classified	-	-	2,198,539	Classified	-	-	921,648	
TOTALS	-	-	11,973,052	TOTALS	-	-	7,245,119	

### **MARKET DATA SERVICE**

The Commercial Appeal maintains a complete department for the compilation of market data and guidance of national accounts, and issues monthly a merchandising paper to the trade covering news of national advertisers and their campaigns.

*For Coverage, Influence, Service and Results*

## *The* **COMMERCIAL APPEAL** MEMPHIS — TENNESSEE

**JOHN M. BRANHAM COMPANY, Representatives**

CHICAGO

NEW YORK

ST. LOUIS

KANSAS CITY

DETROIT

NASHVILLE

SAN FRANCISCO

LOS ANGELES

SEATTLE



## "Boy — there's one prize I can't spend!"

"Sure, I've won lots of prizes before,—cash prizes," said Kelly with a wide Irish grin, "but what good did they ever do me? One grand blowout and a headache next day was all I'd have to show for two months' grind. Now it's different," and he eyed the new brief case with satisfaction.

### Use Our Prize Folders in Your Sales Contests

Our 17 x 22 inch Merchandise Prize Folders show and describe 60 articles of proven worth as Contest Prizes—just the right number for the best results. The items range in price to you from \$1.20 to \$37.05, but to your salesmen they are worth from 25 to 40% MORE BECAUSE YOU BUY AT DEALERS' PRICES.

### No Charge

Now ready for immediate delivery, the Folders are Free to you in any reasonable quantity, ready for you to imprint with your own name and copy as indicated. Your only task is to decide the basis upon which the various articles will be awarded, and of course that is never the same in any two concerns.

1. Merchandise Prize Folders will increase the REAL VALUE of your prizes from 25 to 40%, at no added cost to you.
2. Merchandise Prize Folders will eliminate the bother, expense and time required in preparing a special prize bulletin yourself.

3. Merchandise Prize Folders will fit your business as if they had been especially designed for it alone. Our name does not appear on them. Adaptability is one of their chief virtues.

Over 92,000 of these Folders have been used in connection with 73 Sales Contests during the last three months.

[ The brief case shown is No. 25 on our Merchandise Prize Folder. ]



Use the coupon to get sample of the Folder.

### MAY & MALONE, INC.

Wholesale Dealers

37 SOUTH WABASH AVENUE :: CHICAGO

MAY & MALONE, INC.

37 S. Wabash Ave., Chicago, Ill.

Please send a sample of your "Merchandise Prize Folder" with no obligation to us.

Name of Sales Manager.....

Name of Company.....

Address.....

NOTE: A copy of the 1928 "Red Book" will be sent also for use in your department.

The process of reducing the number of plants has been going on rapidly for many years. It is obvious that competition on a mere price basis is a deadly and ineffectual thing and must be eradicated. Greater individualization of a product, greater service, greater volume must be attained through still more able management—or else consolidation becomes a pressing need, if complete failure is to be avoided.

I am of the opinion that we have had too much energy and enthusiasm for selling in commonplace ways on the deadly horizontal level, in already congested "high-spot" markets, and not enough broad, finished, well organized, larger-scale selling on soundly shaped policies, for merchandise with a genuine individual appeal and value. Not one in one hundred manufacturing firms is today doing really creative selling; yet even a small business has the opportunity to do so.

Will we heed the warning of declining gross profit on sales or go on to a tighter place?

### NEW SERVICE TO SCHOOL FIELD

A NEW publication entitled *The Nation's Schools* will make its appearance in the school market in January, 1928, under the guidance of The Modern Hospital Publishing Company, Chicago, publishers of *The Hospital Field*.

The new publication will be devoted to school building, equipment, operation, maintenance and health, and will be directed by a list of distinguished editors who are personally interested and familiar with the problems of the field.

Five hundred million dollars is the figure for yearly new constructions of schools, or approximately 12 per cent of all building in the country. Like hospitals, schools give an essential service which must be maintained and extended without regard to general business conditions. *The Nation's Schools* will offer a journalistic service in the school field comparable to that which *The Modern Hospital* is now rendering in its specialized market.



# When You Padlock the Purse of One Out of Every Three Possible Customers, by Advertising to Only Two-Thirds of the Market, You Automatically Bar Your Dealer from the Biggest Part of his Profit.

Your dealer must do a certain volume of business and realize a certain amount of profit to cover his general overhead expense. That expense covered, all additional profit is net gain. That's why he is so vitally interested in your reaching all of his prospects with your advertising. One-third more sales may mean two or three times as great net profit to him.

Whatever your product, you must give your dealers a fair chance to sell everybody in the Indianapolis market, or you cannot expect their whole-hearted cooperation. Every Indianapolis dealer knows that advertising in only one paper can reach only two-thirds of this market at best. He knows that unless two papers are used, the other third—where his biggest profit lies—is padlocked against him. And you, of course, profit as your dealer profits.

Two papers! That means **THE TIMES** and the other evening paper. The two evening papers—same field, same time—give complete coverage with least duplication. A morning-evening combination might give volume circulation but heavy duplication kills assurance of coverage. One of your papers must be **THE TIMES**.

## ***Indianapolis is a Two-Paper Market!***

### *Study the Figures*

The Indianapolis market—homes in city circulation area, by Post Office count (check-up just completed shows variation of less than 1%)—**121,945**

Using the other evening paper you reach about two out of three of these homes—latest city circulation figures—**84,539**

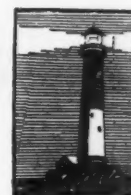
USING the **TIMES**, your advertising reaches the rest of this market—the other third—city circulation A. B. C. Sept. 30, 1927—**49,065**

**The Times reaches and sells a strong third of the Indianapolis market.**

*TO SALES MANAGERS—If you are contemplating or are selling in the Indianapolis market and are interested in maximum results for your dealers and for yourself, let us give you, without obligation, complete first-hand information in regard to any particular local situations and merchandising conditions affecting your selling plans. With the facts in your hands, you can figure for yourself the part that **THE TIMES** should play in selling this rich market.*



# The Indianapolis Times



A SCRIPPS-HOWARD NEWSPAPER

NATIONAL REPRESENTATIVES -- ALLIED NEWSPAPERS, Inc.

New York Chicago Detroit Atlanta Cleveland San Francisco Los Angeles Seattle

# THE PARTY LINE



## An Open Letter for Henry

Henry Burere, Esq.,  
Vice President, Bowery Savings Bank,  
New York, N. Y.

Dear Henry:—

That was a good speech you made at the recent meeting of the American Business Paper publishers, and I certainly feel that from now on none of us editors should have any trouble getting out the kind of a paper you like. But it made me feel very discouraged. For ten years I have been trying to find out the kind of a business paper business men like, and I still am not dead sure about it. And now you come along, after a brief survey, and a careful study of one or two, and tell me just how to do it. It just goes to show that I am not suited to the publishing business, so I have decided to quit it.

With this thought in mind I have recently looked over several savings banks, and was conducted through the entire buildings of two, and I have decided to go into the savings bank business. My careful investigation leads me to believe that you fellows who are in the savings bank business are not making the most of your opportunities. There used to be a fellow named Bishop, who operated out around the stock yards in Chicago. He obtained more savings in a few weeks than all the banks in that section have been able to get since the Chicago fire.

The trouble with you fellows is that you run savings banks for savers. That is a very prosaic thing to do. Saving is a long, arduous task, involving sacrifice and deprivation. And by the time you have anything saved, you die. No one cares anything about savings. What he cares about is spending.

My thorough investigation convinces me that you should run your savings bank for borrowers. Let people know that you have money to loan, and loan it to them cheerfully. Encourage them to buy houses, land, stocks and bonds. When you get a hot tip from some insider on the Street, pass it on to your customers, and let them know that if their balances at the time are a little low, you are ready to provide them with the necessary funds. A friendly little note signed by the president or even by a vice-president calling customers' attention to the fact that you have funds that you wouldn't mind loaning would certainly put you in solid with lots of people who do not now patronize savings banks.

Another thing I found out is that you are short on service. I didn't find a single savings bank that had a free garage or service station in the building. All of them had big basements, and could have rendered this service at no great expense. And there was not a single nursery in any of these banks. If the wife of one of the patrons was to bring the baby down town, she would have to check it at one of the department store playrooms—and, of course, this is not making her friendly toward the savings bank business. I asked nine different presidents and vice-presidents when Ford would have his new model out, and when securities prices were going to turn downward, and not a one would even venture an opinion. I feel certain they do not know—and this is a great oversight on their part. They ought to be able to provide information of this kind to friends and customers. If they are not organized to do it now, they should get organized for it before I get into the field, and take all their business away from them.

But then that is why I am going into the savings bank business. I know the kind of a savings bank people would like—and that is the kind I am going to run.

## Zephyrs and Snowflakes in Salesmen's Reports

WHEN we were in the home office of the Home Incinerator Company in Milwaukee last week, Arnold Naulin (who in addition to activities in the Isaak Walton League spends his spare time acting as president of the company) was discovered at his desk scrutinizing the weather reports from Memphis, New Orleans, Seattle and other quarters.

"You'd be surprised," he told us, in answer to a query, "how much better I can understand reports from my salesmen when I look at the current weather reports in the cities where they are working. It takes only a minute to glance over the weather figures, yet it gives me a much clearer picture of the reasons for certain business conditions."

There's a tip.

## Another Superstition Blown Sky-High

"YOU'D be surprised to know that several of our best territories are in the far Southwest—down in New Mexico and Arizona and around there," the sales manager for a large concern making a certain line of food products (mysterious stuff, this) told us recently. He attributes this to the fact that other concerns are slow to get into these territories because the cost of working them is somewhat higher than the cost in other parts of the country. This company has gone after the business with exactly the result you'd suspect: they're getting it.

J.L.S.

## The Graveyard of Profits—Vacant Territories

ONE of the best yardsticks for judging a sales manager's ability is a record of the speed with which he can fill a territory when a salesman resigns, is promoted, or dies.

Saunders Norvell, when he was sales manager of the Shapleigh Hardware Company, had one plan which was perhaps the best and simplest that was ever devised. Mr. Norvell wrote to all his salesmen and asked them to send him a list of the three men in their territories who were their chief competitors. He asked the salesmen to number these men, one, two, three, in the order of their importance as competitors.

It wasn't very long before Saunders Norvell had an accurate estimate of practically every good hardware salesman in the country. When an experienced man came to him and asked him for a job, he already had a good record of that salesman's ability. If the applicant was not on Mr. Norvell's list, he knew at once that the salesman was not a good enough salesman to have worried Mr. Norvell's salesmen who worked in the same territory.

Every vacant territory is like an abandoned house, which goes to rack and ruin far more quickly than an occupied house. Every vacant territory is your competitors' playground.

E.W.



# Mirror Families *in* ALTOONA'S *Trading Zone*



When you advertise to the MIRROR families, you not only reach the 15,500 city families living in Altoona proper, but you are in daily contact with 12,370 families living in the small towns and rural communities, within Altoona's 25 mile trading area. These families constitute nearly 57,000 consumers, who spend annually from seven to eight million dollars in Altoona's retail stores.

You will find these suburban and rural families excellent buyers of all household commodities and furnishings. For instance, among these families 54% own pianos, 61% phonographs, 25% radios, 46% electric washers, 43% electric cleaners, 4% electric ranges, and 12% gas ranges. In other words there is a market for every useful and worthwhile product, and with the help of the MIRROR it is easy to capture this market.

We will gladly send you more detailed information on Altoona and its buying power.

## Altoona Mirror

ALTOONA, PA.

**Business Direct**

**FRED G. PEARCE, Advertising Manager**



## The Pressure for Orders Grows Greater . . . *The Response to Sales Talk Grows Less* **WHY?**

Talk alone has spent itself. Certified Visual Evidence is needed by your Salesmen to close orders.

**THE B. & L. SALES PROJECTOR** confirms sales talk, removes misunderstanding, eliminates doubt and frees selling from wasteful controversy. 15 minutes explains the idea—our representative awaits your invitation.

*Please use coupon below*

### **BAUSCH & LOMB OPTICAL CO.**

*Sales Projector Division*

677 St. Paul Street, Rochester, New York

*Tell us how to meet the Pressure for Sales with the Bausch & Lomb Optical Co.*

**SALES PROJECTOR**

Name \_\_\_\_\_

Address \_\_\_\_\_

*Cutting this Coupon May Lead to  
Cutting the Interest Bearing Kind!*

## Heal the Sore Spots in Credits

*(Continued from page 1016)*

"The — are doing their usual good work. I am pretty sure you have used some of them."

"So let's get together again."

On the first of November Mr. R. sent direct to my desk an order for \$967.00 worth of merchandise. Just another case of extracting business from a place where the sales department didn't get it. The account was more active from then on.

In Louisiana there was a merchant who had been buying in a way that was all right for some one who was glad to get as much as he was giving us, but from my credit surveys I knew from the amount of stock this merchant carried that my house was not getting the right proportion of his business. His credit standing warranted a liberal increase in his credit title, so I wrote him on July 14, 1926. The letter was a page and a half long. For lack of space and other obvious reasons I shall quote only the first four paragraphs of the letter.

### **Letters Increase Sales**

"Dear Mr. P.:

"Just a little while ago I passed a nice order for you. I like to pass your orders Mr. P—, and every time I get one I think to myself, 'Gosh, I wish I could meet that man.' I am sincere about that Mr. P—."

"Several times I have invited you to come up here, but I am going to try to insist that you come up during the coming market season which is in the early part of August, when many Louisiana merchants come up."

"Really I think we have something interesting for you here in our house; in fact many things that would be interesting to you."

"Judging from the way you pay your bills and handle your correspondence, you must have a store that is very nicely arranged and a place where people like to buy."

"No doubt you have learned the merchandising business well, but you will agree that two heads are better than one, etc., etc."

The rest of the letter dealt with some salient features of the business which I shall not give here.

Mr. P. responded liberally to the several previous letters, but on August 2 he came into the house for the first time and his bill for immediate shipment amounted to \$2,754. He also promised to give my house at least \$10,000 business a year. His 1925 purchases were \$3,592.97. 1926 climbed to \$5,723.41, and up to June 15 of this year, he had already bought \$3,699.41. The better half of the year is yet to come. On June 25, when he sent a substantial order which is not included in the above figures, he wrote that I can depend on that promised \$10,000.

### **The Credit Man's Reward**

Still another Louisiana account had bought from April, 1924, to November, 1926, only \$248.10 in six invoices. After my letter of November, 1926, they bought seventeen times up to June 15 this year to a total of \$1,633.75. Pure and simple, this is credit department sales promotion and development done with a two-cent stamp and about five minutes' time to dictate a letter and another few minutes to gather the data.

There was another Alabama man whose purchases of our house were always small and few. He was a good merchant who, like Mr. P— was well worthy of a liberal credit assignment. Our salesman had called from time to time but with only small orders resulting. I had learned that the representative was going to see this man in a few days, so I told the salesman to tell this man that I wanted the pleasure of using my O. K. on a nice, big order. At the time I also wrote the customer that our man would be there in a few days. I wrote what I thought was one of those "Get under the skin" letters. His order amounted to \$1,197.

One Louisiana merchant responded, saying that he would give us all the business he could. His 1927 purchases to June 25





## Are You Getting Your Share of Oklahoma Farm Business?

**A**CCORDING to the U. S. Census Oklahoma is 73.4% rural, the farm market is the logical place to get volume business. This means it is necessary to get farm sales to get volume business in Oklahoma.

Oklahoma farmers produced \$31,000,000 more from eleven major crops this year than last. The value of dairy products reached \$60,000,000, a 50% gain over a year ago, poultry products jumped 50% in value over last year to a total worth of \$35,000,000—and finally the 1927 income from livestock is more than \$100,000,000. These figures are from the Oklahoma State Board of Agriculture.

Oklahoma farmers, in addition, will get more money this year because crops were produced at a much smaller cost than in past years!

In planning your sales campaign for 1928, count on getting your share of Oklahoma farm business. The biggest part of the Oklahoma market will not know about your product unless you advertise in *The Oklahoma Farmer-Stockman*, Oklahoma's only farm paper. It is read by 178,428 farm families each issue.

**Carl Williams**  
*Editor*

**The OKLAHOMA  
FARMER-STOCKMAN**  
*Oklahoma City*

**Ralph Miller**  
*Adv. Mgr.*

E. KATZ SPECIAL ADVERTISING AGENCY

NEW YORK

CHICAGO

DETROIT

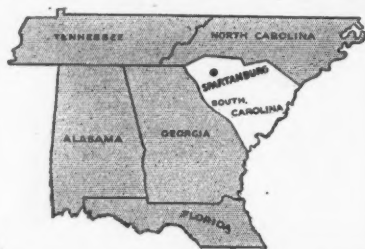
KANSAS CITY

ATLANTA

SAN FRANCISCO

## Business is Good in SPARTANBURG

*The Hub of the Southeast*



**IT IS A FACT**, established over a period of years, that business in the rich Southeast does not fluctuate constantly from "good" to "bad" as it is so likely to do elsewhere. Here business has been good for years. That means sales are good, year in, year out.

### Locate Your Plant or Branch in Spartanburg—Get Your Share of Southern Business as Others Do

Thirteen million consumers live within the Spartanburg Trading Area (shown in map). Steady employment at good wages assures a year-round buying power.

Thirty-three passenger trains every twenty-four hours and a network of bus lines to all parts of the state assure quick and comfortable accommodation.

Twenty of the nation's largest concerns, with plants or branches in Spartanburg, have increased sales and profits since locating here, because the 13 million consumers in the trading area favor "home industry." They will favor the products from your Spartanburg plant or branch.

### Send for this Valuable Survey—

**It Tells "Success" Facts You Should Know**



Write today for copy of the "Marketing Survey of the Spartanburg Trading Area." It may disclose sales possibilities more favorable than you ever suspected. Write today.

INDUSTRIAL COMMISSION  
OF THE CHAMBER OF COMMERCE  
1300 Montgomery Bldg. - Spartanburg, S. C.

## SPARTANBURG



*"The Hub City of the Southeast"*

**SOUTH CAROLINA**

**TRANSPORTATION:** Two trunk lines to the Middle West—two to the Atlantic Coast—on the main line of the Southern Railroad from New York to New Orleans.

**AIR MAIL:** Regular stop on U. S. Postal Air Mail Route, six hours to New York.

**TAXES:** "No taxation tricks." Taxation basis very favorable to successful industrial operation.

**PRESTIGE:** A progressive, well-known city—at present used as a Southern Distributing Center by more than a score of national manufacturers.

were almost equal to those of the whole of 1926. Still another told our representative that he appreciated Mr. Lang's letters so much that when his new store is finished and ready he would give us a great deal more of his business.

A Tennessee account showed, up to June 30, an increase of 40 per cent over the whole of 1926. Many others showed similar increases.

In a number of instances C. O. D. accounts were offered regular terms with very satisfactory discounting accounts resulting in large increases in purchases.

When a new account was opened by a merchant whose ratings were good, he was promptly informed that his first order was passed for immediate shipment, and he was invited to buy regularly. Some salient features of the business were pointed out and the sales department was given a copy of the letter for the purpose of follow-up.

### The Personal Touch

Considerable productive plus was given by my stenographer by writing form letter solicitations; especially during the dull seasons just before coming-to-market time and between Christmas and the New Year. When she was not busy with dictated letters she wrote some kind of form letter, which looked to the customer like a specially dictated letter because some figures were quoted and his name was mentioned in the body of the letter. These letters expressed my true spirit and brought the desired results. Here are two such letters. (A rubber stamp appears opposite the first paragraph in the following letter.)

"Dear Mr. Branson:

"This is my mark. It goes on all of your orders, and I am always happy when you let me use it. The one stamped on here immediately followed the one that was put on your last order. Thank you, Mr. Branson.

"It is natural for man to have his eye and his mind look ahead to greater pleasures, greater achievements, greater everything. Therefore, so long as I am in the game of credits—with its attending joys, surprises, bumps and

head-aches, I am going to get all the possible joys by letting accounts like yours know how much they are appreciated, and to invite them and encourage them to bigger things.

"Mr. Branson, I'd like to see your purchases of our house increase and I'm not going to bid small either. Your account should show, by this time next year, an increase of at least 1,000 per cent. Your business is big enough and so is our business and our lines. Please read carefully every month our sales literature and watch the prices on staple goods and specials. Then visit at the house at least once a year—ideas, plans, experiences, knowledge, business pleasures, better merchandising, greater profits and personal acquaintance will result.

### A Special Invitation

"Will you write and tell me what you think about this, or better still, come up here before the fall rush and see our holiday merchandise and special gift goods as well as the general lines?

"Let me know when you are coming, and I will see that hotel accommodations are reserved for you."

This letter is a special invitation to visit our market:

"Dear Mr. Wallace:

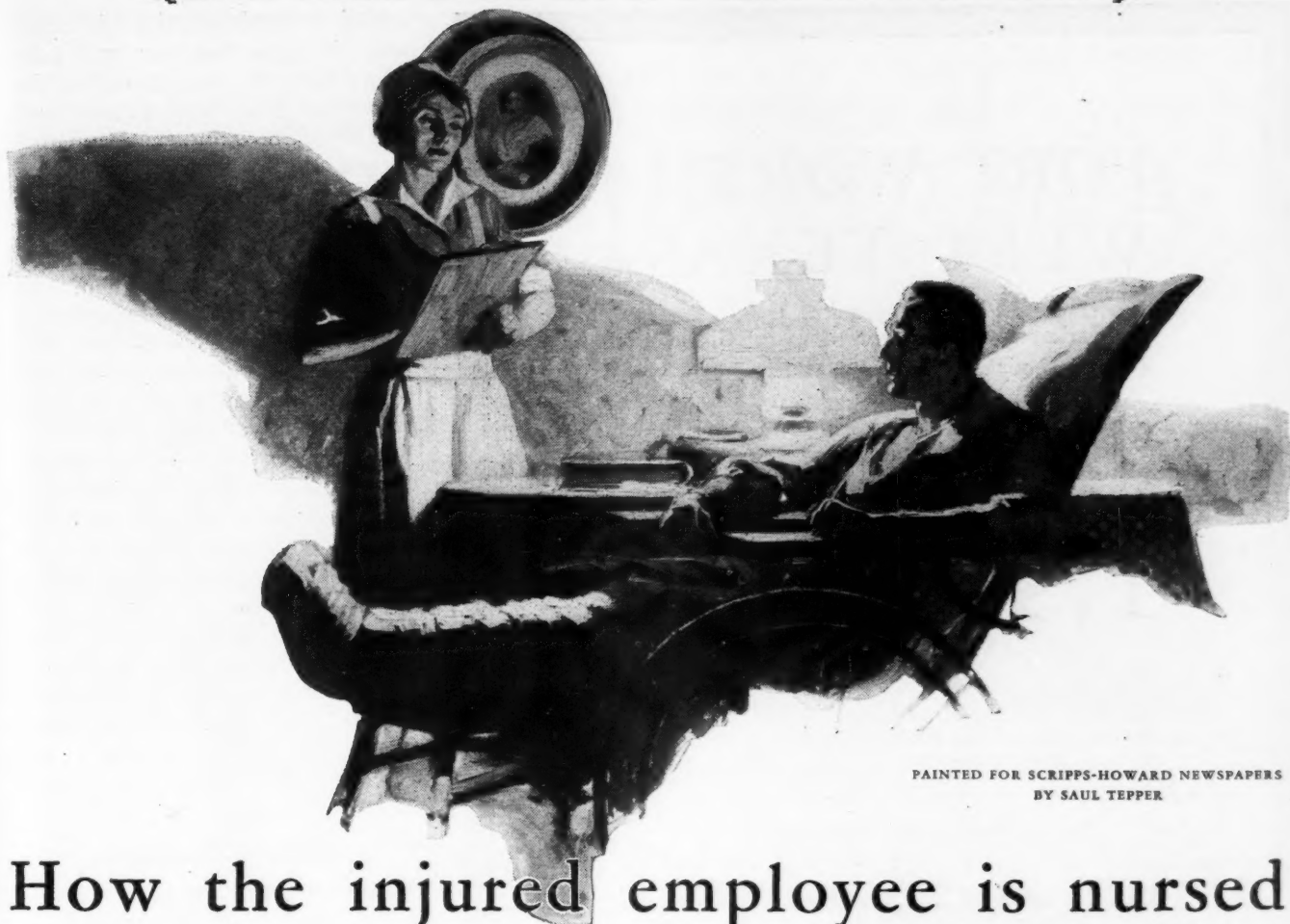
"This little piggie went to market, and you well remember what the one that stayed at home didn't get.

"Coming-to-market time is now almost here. Within the next few days merchants from all the middle South will be streaming into St. Louis, their logical wholesale market.

"You are coming, too, aren't you? So far as I know you haven't been here to market before. At least I haven't had the pleasure of meeting you at any time during the several years I have been handling Louisiana credits. I would be glad for the pleasure, Mr. Wallace. It would be well for us to be acquainted for I am expecting to see your account on our books grow-Grow-GROW.

"It will be well worth your time and I can show you how it will not cost you much to come. The





PAINTED FOR SCRIPPS-HOWARD NEWSPAPERS  
BY SAUL TEPPER

## How the injured employee is nursed back to health . . . *without financial loss*

An employee in a small Ohio shop met with an accident at his work bench.

The employer, a fair-minded man, felt that the accident was an act of Providence. He gladly offered to continue the employee's pay during his lay-off, but claimed he couldn't afford to pay for a costly but necessary surgical operation.

A bitter lawsuit resulted.

"Why not a joint Employers' Fund, administered by the State, to take care of such cases?" a public-spirited legislator suggested. "Let each employer contribute a modest premium each year. And thus, both employer and employee will be protected from heavy individual money losses when accident strikes."

The SCRIPPS-HOWARD Newspapers took up the idea and sponsored it insistently and continuously until the Workman's Compensation Act became an Ohio law.

At first, Capital opposed the plan on the ground that it was confiscatory and an invasion of private rights. But today, there isn't a business man in Ohio who doesn't regard the Workman's Compensation Act not only as humane and wholesome, but as sound business protection.

The SCRIPPS-HOWARD Newspapers are not narrow partisans of either Capital or Labor. They are jealous guardians of the rights of the general public whenever those rights are blocked or threatened by entrenched power.

NEW YORK . *Telegram*    SAN FRANCISCO . *News*    DENVER . *Rocky Mt. News*  
CLEVELAND . . . *Press*    WASHINGTON . *News*    DENVER . *Evening News*  
BALTIMORE . . . *Post*    CINCINNATI . . . *Post*    TOLEDO . . . *News-Bee*  
PITTSBURGH . . *Press*    INDIANAPOLIS . *Times*    COLUMBUS . . *Citizen*  
COVINGTON . . . *Kentucky Post—Kentucky Edition of Cincinnati Post*

**SCRIPPS-HOWARD**  
MEMBERS AUDIT BUREAU OF CIRCULATIONS



AKRON . . . *Times-Press*    YOUNGSTOWN *Telegram*    KNOXVILLE *News-Sentinel*  
BIRMINGHAM . . *Post*    FORT WORTH . . . *Press*    EL PASO . . . . . *Post*  
MEMPHIS *Press-Scimitar*    OKLAHOMA CITY *News*    SAN DIEGO . . . . . *San*  
HOUSTON . . . . *Press*    EVANSVILLE . . . *Press*    TERRE HAUTE . . . *Post*  
ALBUQUERQUE . . . *New Mexico State Tribune*

**NEWSPAPERS**  
AND MEMBERS OF THE UNITED PRESS

ALLIED NEWSPAPERS, INC., *National Representatives*

250 PARK AVENUE, NEW YORK • CHICAGO • SEATTLE • SAN FRANCISCO  
PORTLAND • DETROIT • LOS ANGELES • ATLANTA

# FORT WORTH! WEST TEXAS◆

A Market NO marketer of merchandise with National or Sectional distribution can afford to overlook.

Fort Worth and West Texas Trading Area—  
with its population of

## 1,941,565

CITY OF  
FORT WORTH

WEST TEXAS—  
FT. WORTH'S TRADE AREA

Native born white.....80%  
Foreign born white... 6%  
Negro .....14%

Native born white 96.8%  
Foreign born white 2.1%  
Negro ..... 1.1%

*"Above Percentages Taken 1920 Census"*

Can be covered and controlled through the  
columns of the

**FORT WORTH STAR-TELEGRAM**  
**RECORD-TELEGRAM**  
DAILY AND SUNDAY

The Largest Circulation in Texas or the South,  
with over

## 125,000

Net Paid Daily Circulation

—just a Newspaper

**NO** CONTESTS  
PREMIUMS  
SCHEMES

AMON G. CARTER  
Pres. and Publisher

A. L. SHUMAN  
Vice-Pres. and Adv. Dir

*Charter Member Audit Bureau of Circulation*

added enthusiasm, the education and the pep that you will take away with you after attending the American Retailers' Convention, the Style Show and the Municipal Opera, all of which will take place during the first week of August, as well as the vacation you will get out of it, will warrant any reasonable expense. Then, our membership in the Merchants Transportation Association will help you cut the cost of the trip to the minimum, because the railroad fare is refunded—either for one way or both—according to how much you buy when here (including futures and all mail orders from June 1 to the date of your visit) if prior to the last of November.

"The full 1927 holiday line, toys, gift goods, etc., is conveniently displayed for inspection.

"Will you come? Let me know when, and I will see that hotel reservations are made for you. Then headquarter with us."

### Building Good-will

There are thousands of ways in which the credit department—if so organized—can build business and good-will with so very little extra effort and expense that I am surprised that it is not being done in most credit departments.

A number of direct sales were made during this test period. Orders for special lines and special service were mailed or telegraphed direct to my desk. These sales amounted to approximately \$7,500, and the results of the development as a whole amounted to several thousands of dollars. Hardly more than ten hours of my time was spent on this work during the entire test period of about seven months. That was time well spent, wasn't it?

Very few credit men and credit managers seem to see credits from a sales viewpoint at all. Keen competition, common courtesy and ever-changing business methods, however, are making greater demands and the "hard boiled" credit men must soon give way to those who are not merely rubber stamps, but men who are thoroughly imbued with the spirit of salesmanship, courtesy and service. Real productionists.



# Complete Coverage of *The* **BOOTH NEWSPAPER AREA** *ONE OF AMERICA'S 15 LEADING MARKETS*

In the 8 Principal Centers in Michigan there are:—



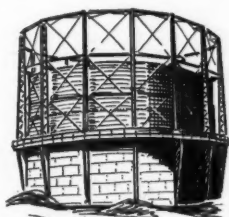
118,894 Water Users  
165,686 Net Paid City Subscribers



119,652 Telephone Subscribers  
165,686 Net Paid City Subscribers



158,623 Electric Users  
165,686 Net Paid City Subscribers



131,164 Gas Consumers  
165,686 Net Paid City Subscribers



161,455 Families  
165,686 Net Paid City Subscribers

1,254,000 Total Population  
265,564 Total Net Paid Circulation

A. B. C. Net Paid 6 Months Ending September 30, 1927

Grand Rapids Press	Saginaw Daily News	Jackson Citizen Patriot	Muskegon Chronicle
Flint Daily Journal	Kalamazoo Gazette	Bay City Daily Times	Ann Arbor Times News

I. A. KLEIN, Eastern Representative  
50 East 42nd St., NEW YORK

**THE BOOTH PUBLISHING CO.**

J. E. LUTZ, Western Representative  
6 North Michigan Ave., CHICAGO

# At that next Convention— Make Friends!



Dur-O-Lite  
Convention  
Special  
No. 77



**C**ONVENTIONS are great places to make friends. And friends make business! That next convention of the men in your market offers a real sales-building opportunity. Why not take advantage of it by presenting your prospective customers with DUR-O-LITE pencils?

Here is a token that will be remembered with gratitude. The customer's name on a beautiful, well made, easy-writing DUR-O-LITE pencil makes it a personal greeting—a gift to be used over and over again during his business hours. DUR-O-LITE pencils smooth out the rough path to sales, break down gruff resistance and make a lasting impression.

Ask us about the many ways that DUR-O-LITE helps business. Fill out and mail the coupon below.

## DUR-O-LITE

### Seven New Features

Seven new and distinctive features—you can actually "feel the difference"—make Dur-O-Lite pencils ideal for business getting purposes. Write now for prices and information on Dur-O-Lite holiday suggestions. Use the coupon!

**Dur-O-Lite Pencil Company**  
4541 Ravenswood Avenue  
Chicago, Illinois

DUR-O-LITE PENCIL COMPANY,  
4541 Ravenswood Ave., Chicago, Ill.

Gentlemen:

New ideas interest me. Send me, without obligation, a copy of your book: "Six Good Ways to Build Good-Will."

Name of Firm \_\_\_\_\_

Address \_\_\_\_\_

Signature \_\_\_\_\_

### CITES SIGNIFICANCE OF NEW RULINGS

**G**ILBERT H. Montague of the New York Bar, in a recent address before the American Mining Congress at Washington, D. C., stated that: "Business men are only just beginning to realize what a variety of new and effective methods, for stabilizing business at home and for extending business abroad, have become available in consequence of recent decisions and rulings by the Supreme Court, the Department of Justice, and the Federal Trade Commission."

### Mass Production Benefits

"More and bigger consolidations among producers, manufacturers, and distributors, under proper conditions and with adequate legal safeguards, are permitted and invited by the present attitude of the courts and the government. Falling prices and diminishing profits are always an incentive to consolidation. With the present clarifications of the law, more and bigger consolidations may soon be expected in a number of industries that are now the worst sufferers from these conditions."

"Business, government, the courts and the public have at last appreciated the social benefits that flow from mass production, reduced manufacturing and distributing costs, higher standards of wages and living, the increased purchasing power of the entire nation."

"Well selected, well managed and well financed consolidations of producers, manufacturers and distributors, may achieve substantial economies in production and distribution in many industries, and what is even more important, may bestow upon the community the even greater humanitarian values resulting from these economies."

Mr. Montague added that such consolidations, so long as they remain true to sound business and legal principles, can today rely upon the hearty good-will of the courts, the government and the public. Stronger trade associations, he said, are foreshadowed by the recent decisions.



# Special Brands

(Continued from page 1012)

So if the sales situation is not carefully watched, a jobber will find that while with special brands which are intensively pushed, he can increase his sales in far-away territories, he suffers in his home territory from the same cause that helps him in the far-away territories! In other words, what is sauce for the goose is sauce for the gander! He uses the special brand arrangement to sell far away from home but, on the other hand, his competitor, with the same advantages, takes the business in his home town and his home territory.

## A Neutral Conclusion

Such being the case, it is an interesting phase of business to note that far-seeing jobbers, who are studying both their home and distant territories, are putting in complete lines of manufacturers' goods to sell along with their special brands, especially in their own home territories. In other words, it has been found by these thoughtful jobbers that while the special brand has its advantages, the selling of manufacturers' brands has advantages that can not be ignored, especially in a home territory!

To sum up the entire situation, and not taking sides in favor of either special brands or manufacturers' brands, it would seem that the drift of the smaller jobber in the country, by reason of quick turn-over and the smaller investment of capital that is necessary, is strongly in the direction of manufacturers' brands. On the other hand, the national jobbers are finding it to their interest to not only push their own special brands but to also carry manufacturers' brands so that they can sell the other fellow in their home territory, which they naturally feel they should dominate.

To the writer, this study of the situation is exceedingly interesting. It means that the larger class of jobbers who have been so closely wedded to special brands will find it to their interest to also sell manufacturers' brands. They

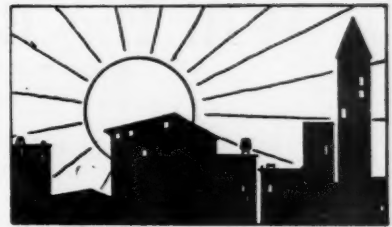
will have to carry double, and even triple stocks of goods in order to take care of the demand of the retail trade in their territories. This problem stirs one's imagination because the contest will now settle down to a simple question of the survival of the fittest. If a special brand is offered by a jobber and if, at the same time, he offers the same line of goods under a manufacturer's brand, the sales evolution will be simply whether a manufacturer's brand, backed by national advertising and giving quick turn-over, will not more than hold its own against a special brand giving slow turn-over and without a national consumer demand brought about by advertising.

## One Manufacturer's Attitude

When the writer discussed this problem with one of our leading manufacturers who would not, under any circumstances, manufacture a special brand, the manufacturer merely smiled and remarked: "We have nothing whatever against special brands. They are all right. It is all right for our good friends, the jobbers, to push them if such is their desire. However, we are not worrying in the slightest about whether our own brands, which are backed by our quality and by national advertising direct to consumers, will take care of themselves if they are placed side by side with special brands on the shelves of the jobbers."

## A. N. A. TO MEET IN CLEVELAND

Cleveland has been selected by the Association of National Advertisers' Executive Committee as the place for the spring meeting, on Monday and Tuesday, May 7 and 8, 1928. The holding of a two-day meeting will set a precedent for the association inasmuch as both the semi-annual and annual meetings, previously, have always occupied the better part of two full days and a good part of a third.



## Picture a Busy Industrial City

**With Its People  
Employed in  
Skilled Industries**

- who earn good incomes
- who live in their own homes or in two-family homes
- who are busy all year 'round
- who are seldom unemployed
- who spend freely and who patronize their neighborhood stores

*and you have  
a Picture  
of  
Bridgeport  
Connecticut  
Trading  
Market*

Merchants will tell you that the POST-TELEGRAM reaches a buying class whose 64,000 wage earners alone have an \$84,000,000 payroll to spend annually.

The POST-TELEGRAM with its 44,446 daily circulation represents quality, quantity and volume. Manufacturers of luxuries or necessities can obtain quick and economical distribution in Bridgeport, and the entire trading area can be merchandised as one unit with one cost, because 98% of the POST-TELEGRAM circulation is concentrated in this territory.



**National Representatives  
GILMAN, NICOLL & RUTHMAN  
New York, Boston, Chicago, San Francisco**

# Will Big Business Smother the Jobber?

(Continued from page 1020)

large enough or have enough lines to eliminate the jobber. In the past, when he has reached the ranks of "big business" one of the first steps he has generally taken is to establish his own sales and distributing organization.

Support for the theory is found in a statement by the president of a nationally-known company, not here previously mentioned, whose name and company for obvious reasons must be concealed.

"The jobber is through," this man claims. "He is playing the final inning of a losing game. This company, like lots of others, still keeps up its jobber relationships in a half-hearted way, but we know the end is near. Sooner or later all our business will come direct from the retailer."

"All your business? Do you mean some of it now comes direct?"

"Be your age! I am not talking for publication, you know."

"But I thought you were one of the good, little jobber's undying 'champeens' and protectors. Such rumor has, in fact, come to my ears."

## The Jobber's "Champeen"

"Sure," he laughed. "A lot of companies talk that way—in public. But you really can't expect me to kid you along. Not five minutes ago you asked me whether we sold a certain chain, in whose stores you claim to have seen our goods on display."

"By the way, I don't seem to recall that you answered that question."

"Say, what's the idea? You know that chain and most of the other big chains are selling our products. I expect that you know they buy them direct, and on the same prices and terms as any other quantity buyer."

"I visited the Fair Store the other day. I may be wrong about it, of course, but I seem to recall that I noticed they had several well-known lines on sale, too, including products that looked a lot like yours."

He grinned. "I suppose you

have visited Mr. Kresge's and Mr. Woolworth's stores, too, in your travels."

"Well, I am not a suspicious individual," continued his interrogator. "I really supposed that each store bought your line from your local jobber. Now that you mention it I do recall that several jobbers have at times assured me that they were not able to sell the chains, and have asked if I had any idea where their local units were buying your goods?"

"You told them what?"

"If there is any one thing I especially enjoy, it is being a witness. The cross examination is always so exciting don't you think?"

"Quite right. That was a safe answer. In fact I hope you always tell them the same thing—until we definitely decide to tell them ourselves."

## Meeting Changing Conditions

"But the little old jobber is getting a tough break just the same. I bet you can recall the days when you were mighty glad to have the jobber take those ten-day discounts—or slip you a check for a carload at a small price concession. Most of you fellows ran your business on jobber's money twenty or thirty years ago."

"That is true. When this business was started we needed the jobber. We don't today. About half our business comes from him, but our own sales promotion men create most of the customers whose orders he fills."

"But it is a tough break. I have lots of friends among the jobbers, and I will be sorry to break off all relations with them. What can we do?"

"You might remain loyal to them."

"Business is not a matter of loyalty. What we do or don't do—providing, of course, we stay in business and remain solvent—is determined by the inevitable march of events. Conditions change and you must either change with them or get out of the way."

"Take this company. When we started there were no big chains, no large department stores, no centralized buying organizations. We had twenty-five or thirty competitors, located in various sections, and, at the most, doing a regional business. Today we have a thousand times more capital than we had then. Our sales are nearly 2,500 times bigger than they were at the end of our first five years. We have five or six real competitors, every one as big and as efficient as we are. Given the opportunity, any one of us could, with comparatively slight expansions in present manufacturing facilities, supply the entire market."

"We have to fight to hold our own. The minute we become satisfied, or get out of line, someone else grabs the business. We must keep in touch with our market all the time, and keep control over our own line as long as possible. We have too much at stake to permit anyone else to do it for us. Under these conditions, there is no place for the jobber."

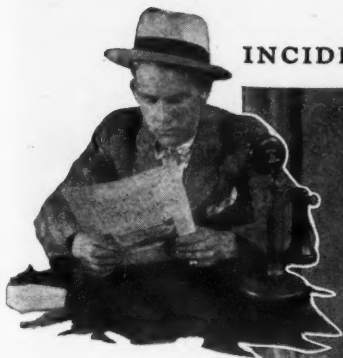
## The Age of Big Business

"As hopeless as all that?"

"As I see it. This is the age of big business. In every line consolidations are taking place, and in nearly every leading trade there are fewer companies today than there were five or ten or fifteen years ago. I saw a statement the other day that 1,200 or 1,500 companies produce 70 per cent of the goods manufactured in this country and pay about the same amount of the corporation tax. I believe that it is true, and that in another decade there will be even fewer than now."

"Big business always seeks complete control—control of its raw materials—control of its manufacturing—control of its market. Standard Oil is a good example. There has never been any place for the jobber in the Standard oil plan of marketing gasoline and oils. They control both production and distribution. Big business always does!"





INCIDENTS IN A DAY'S WORK OF EVERY SALESMAN



## "See Me Your Next Trip"

**B**Y THE time he had been in his territory a year, Joe Roberts had reached the unfortunate stage of knowing his customers too well. As a matter of fact they had become so well acquainted with him that they felt no embarrassment at all about breaking appointments with him, telling him they were too busy to see him, and literally "yessing" him out of the door. It was always, "Drop in and see me your next trip, Joe, nothing doing today."

Joe had taken these slights good-naturedly. True, he did lose some orders, but he hadn't let that worry him until, reading a Dartnell

bulletin for salesmen at his desk one morning, he became interested in the story of a salesman who had fallen in the same rut he had. This other salesman wasn't so good-natured about it, though. He stopped being easy-going and acquiescent; instead, he refused to be ignored. Customers weren't quite so familiar with him after that, but he got a whole lot more of their business.

From that time on, Joe Roberts' customers found it more difficult to get rid of him. And, as a result, what he lost in their easy familiarity he more than made up for in their respect and their orders.

## *The Week's Most Valuable Fifteen Minutes*

How many of your own salesmen are losing business because they are too well acquainted with their customers? How many of them are losing business for any of a hundred other reasons? Joe Roberts' case was one his sales manager couldn't easily have diagnosed—to say nothing of remedying. It remained for a Dart-

nell News-Photo Bulletin for Salesmen to "put him wise to himself."

For a few cents a week you can fortify your salesmen with a knowledge of selling imparted by the best salesmen in dozens of lines of business. You can keep them supplied with a fresh stream of sales ideas combining the practical with the inspirational.

Thousands of salesmen are spending fifteen minutes a week reading these bulletins, and their intelligent application of the plans contained in them is reflected in their increasing sales.

## THE DARTNELL CORPORATION

*Publishers of*

SALES MANAGEMENT MAGAZINE

THE DARTNELL SALES SERVICE

PRINTED SALESMANSHIP MAGAZINE

DARTNELL NEWS-PHOTO BULLETIN FOR SALESMEN

DARTNELL ADVERTISERS' GUIDE

"How to Sell Quality," ETC.

CHICAGO and NEW YORK, U. S. A.

THE DARTNELL CORPORATION  
4660 Ravenswood Avenue  
Chicago, Ill.

Send me a sample copy of the Dartnell News-Photo Bulletin for Salesmen.

Name.....

Address.....

City.....



# EDITORIAL COMMENT



## The 1928 Sales Quota

Generally speaking, there is a good deal of discontent among sales managers over quotas. We know of a number who are seriously considering discontinuing the quota for individual salesmen in 1928. Others are wondering whether the sales quota is all that it is cracked up to be—attributing to it much of the discouragement and turn-over that has marked this year's sales activities. In our opinion the dissatisfaction over the quota plan is not the fault of the plan, but the fault of those who set the 1927 quotas last December. In too many instances quotas were set so high that the salesmen never took them seriously. Not only was the general sales expectancy high, but no consideration was given to territorial conditions. As a result a salesman, finding that his quota was set so high that it could not possibly be attained, became discouraged. He felt that he had not been treated fairly and lost his fight and enthusiasm. While we all appreciate the value of optimism in sales work, and particularly in directing salesmen, it is essential that in fixing quotas they be set within reach. It is even better to set them too low than too high, because there is a big satisfaction in giving the quota a bad beating. A man who is beating his quota generates a confidence in himself and a fighting spirit that makes for success. It provides occasion for patting him on the back in the house organ. And we all know that what is most needed in sales management today is a policy that provides constant encouragement to the men. So in setting your sales quotas for 1928, get them down within grabbing distance. Endeavor, so far as practical, to make an analysis of conditions in each man's territory and mark them up or down as the situation warrants.

## Congress Eyes the Utilities

The Congress opened last Monday with the expected display of political fireworks. To many who are in touch with the situation it is evident that both parties are more interested in finding "issues" than they are in legislating, and it would not be at all surprising if some effort is made by that august body to raise a straw monster out of the utility issue so that Senator Walsh can do the St. George act. We hold no brief for the utility interests, neither do we deny that the situation as it exists does not need correction in some directions, but with business in its present hesitating condition, it seems to us a very poor time to launch an attack on any business interests, let alone one which is so deeprooted and far flung as the utility business. Moreover, the record of the unified operations of the large utilities would indicate that they have amply

justified their methods in the face of figures presented by Samuel Insull to the Chicago Electric Association recently. Mr. Insull claims that 16 times as much electrical energy was sold in 1926 as in 1913, and that the total amount paid for this power was only five times as much as in 1913. The fact that materials and labor have both increased since 1913 reflects still further credit on the industry, and in our opinion, suggest that the Congress proceed with some of the more important things awaiting attention, and postpone the political fishing party until it can find more popular support for the undertaking.

## Why Some Sales Plans Fail

A sales manager reports an experience that shows again how important it is to dramatize any kind of a sales stimulation plan to salesmen. Two years ago the company whose sales this man directs offered to pay salesmen a bonus on all insurance policies which the men completed during the month of October. The plan was only moderately successful. This year the same plan was followed, but a "Cash Bonus Certificate" made out for the full amount of the bonus and drawn in favor of the agent, was attached to each policy when it was sent to the agent for delivery. The coupon stated that if the policy was completed during the month of October, the agent could send the coupon to the home office and receive cash for it. As a result of this "staging" of the plan the company's sales for October, 1927, broke all records and the plan proved a phenomenal success. Placing the engraved certificate in the hands of the salesmen, so that it fired their imagination and made them realize that all they had to do to get the cash was to complete the policy, did the trick. And therein lies one of the most important principles of managing salesmen. It is not enough to tell salesmen about a plan—means must be found to dramatize it so that it will impress itself on their minds. This is not only true of insurance salesmen, it is true of all salesmen. It is also true of consumers. Selling is easier if we can see and feel a thing as well as understand it. For years the soap companies have been giving away coupons good for free soap. But it remained for the Palmolive-Peet Company to hit upon the idea of dramatizing the coupon. They made it in the form of an aluminum pocket piece, about the size of a half dollar. This pocket piece was good for one free cake of Crystal White laundry soap with the purchase of a cake, and it was redeemed from the dealer at the full retail price. Because it looked like money, people attached more importance to it than they would to the ordinary coupon.



## 289 Tobacco Dealers Recommend The Press *exclusively!*

In the most comprehensive survey of its kind ever made in Cleveland 289 tobacco dealers out of a total of 512 interviewed chose to recommend The Press exclusively for Tobacco advertising. The next highest paper received only 74 exclusive recommendations! 500 out of 512 were

readers of The Press! 342 preferred it above all others!

Below are two tables from a recently completed city-wide survey which gives the rank in sale and per cent of distribution of every tobacco product sold in Cleveland. Write for your copy.

### NEWSPAPERS PREFERRED BY TOBACCO DEALERS

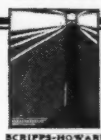
Stores Interviewed.....	512	No.
Press exclusively.....	233	
Daily Plain Dealer exclusively.....	95	
Daily News exclusively.....	58	
Press with 1.....	57	
Daily Plain Dealer with 1.....	46	
Daily News with 1.....	29	
All three daily papers.....	52	
Total Press.....	342	
Total Daily Plain Dealer.....	193	
Total Daily News.....	139	

### NEWSPAPERS RECOMMENDED FOR ADVERTISING BY TOBACCO DEALERS

No.	No.
Press exclusively.....	289
Daily Plain Dealer.....	74
Daily News exclusively.....	23
Press with 1.....	76
Daily Plain Dealer with 1.....	66
Daily News with 1.....	26
All three daily papers.....	32
Total Press.....	397
Total Daily Plain Dealer.....	172
Total Daily News.....	81

# The Cleveland Press

NATIONAL REPRESENTATIVES:  
250 Park Avenue, New York City  
Cleveland • Detroit • San Francisco  
FIRST ADVERTISING



ALLIED NEWSPAPERS, INC.  
410 N. Michigan Blvd., Chicago  
Seattle • Los Angeles • Portland  
BUY IN CLEVELAND

## The Press is FIRST in Tobacco Advertising Lineage

In the first ten months of 1927 The Cleveland Press has published more tobacco advertising than in all twelve months of 1926, more in six days than any other newspaper has published in seven days, and gained more than all

other daily and Sunday newspapers combined. Here are the tobacco advertising lineage records of The Advertising Record Co., 810 Tower Court, Chicago, for the ten months of 1926 and 1927, January to October inclusive:

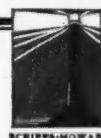
	1926	1927	GAIN
PRESS.....	217,621	323,649	106,028
DAILY PLAIN DEALER.....	194,179	219,838	25,659
SUNDAY PLAIN DEALER.....	68,709	51,500	(loss) 17,209
DAILY NEWS.....	128,499	184,708	56,209
SUNDAY NEWS.....	25,831	48,903	23,072

This overwhelming Press supremacy in tobacco advertising can be attributed to but one fact: The Press is read by more men than any other newspaper and therefore makes more sales of tobacco products. Those who know—Cleveland merchants who check advertising in their

cash registers, who depend for success upon advertising to get customers into their stores, who have experimented with Cleveland newspapers for more than 50 years—give The Press more of their advertising in six days than any other newspaper in seven days.

# The Cleveland Press

NATIONAL REPRESENTATIVES:  
250 Park Avenue, New York City  
Cleveland • Detroit • San Francisco  
FIRST ADVERTISING



ALLIED NEWSPAPERS, INC.  
410 N. Michigan Blvd., Chicago  
Seattle • Los Angeles • Portland  
BUY IN CLEVELAND

---

**\$4,000 to \$12,000**

**Income Opportunity**

**In Your Home City**

Settled man with some advertising and specialty sales experience—will find here an opportunity to enter into a lucrative business that brings big returns.

We will help the right man establish a direct by mail advertising service in one of several cities of 100,000 population and over; the business will be patterned, equipped and fashioned after our 11-year-old Chicago organization.

Small investment required. All equipment is modern in every respect; this business is completely organized. Our method of turning out work with amaze you.

\$1,500 starts you in a business today that will take care of you later; complete information without obligation. If you are really ready to build a business for yourself write, giving age, experience and references. Desk "O" c/o SALES MANAGEMENT, 4660 Ravenswood Avenue, Chicago, Illinois.

---

## When? Where? How?

### *Do National Advertisers Use Newspaper Space?*

THE monthly HANFORD AD-CHEK RECORDS are now reporting the individual lineage used by national advertisers in 255 newspapers in 71 Cities.

Contact men and account executives—now know what competitors are doing or have done in the past: *when* they advertise, *where* they advertise, and how they buy space.

Advertising Managers use this data to accurately judge *when* to advertise, *where* to advertise and *what* newspaper is the best media for their markets.

Sales Managers want this information to perfect sales conditions, to guard against sales slumps, to satisfy their agents that the company is keeping in constant touch with every factor that effects sales.

Advertising solicitors find the H. A. C. Records invaluable both for data on space and media used and for the information given of manufacturers who are using newspapers throughout the country. Whether buying or selling space, the H. A. C. Record is helpful.

These men are using the H. A. C. Records constantly. If they find the information valuable—Why not you?

A copy of the HANFORD  
AD-CHEK RECORD will be  
sent on ten-day approval.

---

## Hanford Ad-Chek Bureau

10 South Second Avenue  
Mt. Vernon, N. Y.

---

# Retailer Mortality—What Can the Jobber Do About It?

(Continued from page 1014)

displays every week. This grocer had been in business 20 years but, when thus tactfully approached, accepted the suggestions. Within six months his sales had gone up 50 per cent, without taking on additional space or help.

In another city a jobber obtained the services of an ex-chain supervisor and put him to work, calling on customers and helping them to plan rearrangement of stock, new windows, new layouts, better handling of customers. He planned cooperative advertising campaigns for the grocers in different towns in the territory, he supplied window posters and window display ideas to customers every week, he sent them booster bulletins weekly. What happened? Many of these grocers followed out such suggestions, even to painting and cleaning their stores. Some put in new equipment. Sales climbed in many instances 20 per cent, and in a few cases doubled within a year. The jobber's salesmen were trained to be assistants to the merchandising department, to help the customers increase turnover and profits.

### Examples of Plan's Success

An Ohio wholesaler found that many of his customers had difficulty in collecting accounts. His credit manager wrote a series of four letters, which were supplied to every customer who could use them. The credit department likewise issued suggestions as to how to control credit business, how to obtain desirable credit customers and how to eliminate dead-beats. All of this built good will and tended to increase sales.

In another city a jobber's salesman devotes one afternoon each week to assisting his customers build displays, plan stock arrangement, and find ways of stimulating business. The wholesaler has noted a climb in sales, and, of course, the salesman is popular among his customers.

Recently a chain store corpora-

tion pulled six stores out of a small city in the Central States. Why? They weren't selling enough goods to make them pay, and, naturally, no chain will operate a unit very long if it doesn't promise early returns. But why didn't these extra six pay in this city? Certainly it was not altogether carelessness in selecting wrong locations or over-estimating the buying power of the community. Chain corporations don't function that way. Perhaps there were too many chain stores in the town and that may be one explanation, but it isn't the only one. The fact is that the jobber in that territory not long ago put in a live merchandising man, who makes it his business to help the grocers in that territory to modernize their stores, to use chain-store methods, to put pep and activity into their business. Results are evident in sales as well as in the appearance and activity of the individual stores.

More examples could be given. The gratifying fact is that the plan works. It offers the distributor the way back to greater volume and prestige. It provides a means to make the independent retailer a real competitor of the chains. To individual ownership and personality, he can add modern merchandising training and methods. This is the way to weld a new and invaluable link in the chain of grocery distribution.

---

## NEWSPAPER ELECTS OFFICERS

A. F. SEESTED, formerly vice-president and general manager of the Kansas City *Star*, has succeeded the late Erwin R. Kirkwood as president, although he will continue in the capacity of general manager. Other appointments are: George B. Longan, managing editor, now first vice-president; Henry J. Haskell, chief of the editorial page, second vice-president; Earl McCollum, treasurer, and J. T. Barrons, formerly advertising manager, secretary.



## Nine Years Steady Growth

Sales Management magazine was established by The Dartnell Corporation in September 1918. Its steady, consistent growth evidences the growing importance of the clientele it serves.

*700% increase in Net Paid Circulation  
200% increase in Subscription Price  
2000% increase in Number of Advertisers  
600% increase in Advertising Rate*

PUBLISHED MONTHLY	Subscription Price	Net Paid Circulation	Advertising Page Rate Single
DECEMBER 1918	\$2.00 a year	2,200	\$ 30
DECEMBER 1919	2.00 a year	5,245	50
DECEMBER 1920	2.50 a year	6,007	75
DECEMBER 1921	3.00 a year	5,398	75
DECEMBER 1922	3.00 a year	8,239	75
DECEMBER 1923	3.00 a year	11,359	125
DECEMBER 1924	3.00 a year	12,493	150
PUBLISHED FORTNIGHTLY			
DECEMBER 26, 1925	4.00 a year	12,995	160
DECEMBER 25, 1926	4.00 a year	13,753	160
DECEMBER 24, 1927	4.00 a year	*15,008	175

\*Approximate Figure

*During the period beginning January 1924 and ending December 1927 the news-stand circulation was cut down from 2,017 copies per issue to less than 300 and replaced with regular paid-in-advance subscribers of known buying power, making a net gain in regular paid-in-advance subscribers of 5,301 for the period.*

The present advertising rates of \$175 a page for a single insertion; \$160 for thirteen insertions and \$150 for twenty-six insertions went into effect January 1927 and are based on a net paid circulation of 13,500 copies. Since then the circulation has increased more than 1,500 copies without increase in advertising rates.

## Sales Management

Members Audit Bureau of Circulations and  
The Associated Business Papers, Inc.

NEW YORK  
420 LEXINGTON AVE.

CHICAGO  
4660 RAVENSWOOD AVE.

TORONTO  
44 VICTORIA ST.

LONDON  
9 QUALITY COURT WC 2

## Look to Mississippi

Use  
the  
Fastest  
Growing  
Newspaper  
in  
Mississippi

ABC  
AP  
NEA

**THE DAILY HERALD**  
Herald Building Gulfport Mississippi Herald Building Biloxi

40000000

## Sell the Club Woman

with one ad which we place in the club women's monthly magazines—46 official State organs published monthly by the leading women in every State—3,000,000 Federated Club Women, 1,000,000 League Women.

This is the only field where you buy MASS circulation and CLASS circulation at the same time. Select only publications in the territory where you desire to increase sales for a quality product.

Write for booklet and rates.

**Club Service Publishing Co.**  
Publisher's Representatives  
131 East 23rd St. New York City

## When the Sale Runs into Big Figures

(Continued from page 1034)

two ten thousandths less than an inch in diameter, to be inserted into the five holes in all of the plates at one time.

All day long visitors at the show manipulated those seven plates this way and that and tried the plugs, and the plug always fitted. The men who knew machine tools and the meaning of precision marvelled while they had the actual proof right in their hands. Mr. Kirk then got out his pencil and figured the possible number of permutations and combinations that could be made with those seven plates by stacking them in different orders, by turning them upside down, and by revolving them about the center hole. Other pencils came out and it wasn't long before everybody was calculating the possibilities of the thing and there was no end of discussion.

If you're a bit rusty on mathematics, you will be surprised to learn that the seven plates may be stacked in 5,040 different ways without turning them upside down or rotating them. I can vouch for that, for I figured it out; but I will give you this on Mr. Kirk's authority—an expert mathematician at the Pratt & Whitney office in Hartford calculated that it would be possible, by putting the seven plates through all conceivable manipulations, to stack them in almost two billion different combinations. And, if you set out to do such a thing, you couldn't complete the task in an ordinary lifetime.

### Drama That Brought Results

It looks to me as though W. P. Kirk, although he gives all credit to the jig borer itself and to his salesmen, who have caught the fire of his enthusiasm for the machine, has done two things that reveal a stroke of genius in selling. He has simplified the selling story of one of the finest pieces of precision machinery that has ever been built down to a fundamental principle of measurement which he can demonstrate intelligibly to

a child with a set of building blocks. It seems to me that at the Cleveland exposition he did something that has never been done before—he dramatized a ten thousandth of an inch.

But results are what count. I began this story with a statement of results, and here are some more. In the two or three weeks immediately following the show, each of those plates was worth at least \$5,000—or \$1,000 per hole—in orders that could be traced to their dramatic demonstration of the jig borer's performance. And as a further result production schedules on the jig borer have been stepped up considerably for 1928.

### SANTA CLAUS WANTS MORE BUSINESS

THE eleventh annual convention of the Toy Manufacturers of the U. S. A., Inc., was held in New York City on December 1 and 2. T. F. Flanagan of the Charles W. Hoyt advertising agency of New York, delivered an address on "Merchandising Problems in the Toy Industry." Saunders Norvell, president of the Remington Arms Company and now writing a series of articles for SALES MANAGEMENT, also addressed the gathering.

### PAGE ON AVIATION IS FEATURED

THE Los Angeles Examiner has just inaugurated the first regular aviation page of any metropolitan newspaper. The page appears every Sunday as a part of the paper's automotive section and is headed "World of Aviation." It is reported by the Examiner that much enthusiasm has already been shown for this new feature as a progressive step in aiding aviation, as more than 20 per cent of the nation's aircraft and more than 35 per cent of its licensed flyers are located in Southern California.



# Millions See New Ford

(Continued from page 1010)

San Antonio. These five dealers had thirty salesmen on duty at the Auditorium. At nine o'clock in the evening of the first day they had averaged sales of ten cars per salesman. Only sales with deposits were counted. At the end of the first day orders with deposits for 1,250 Fords were on file at the five San Antonio dealers' offices. Some of these cars had been sold as far back as last June.

More than 15,000 of the 27,000 visitors signed prospect cards and dropped them in boxes provided for that purpose. These cards requested additional information, printed matter, or terms on the various models of the new Ford.

San Antonio's Municipal Auditorium is one of the finest in the United States. Many outstanding attractions have been staged there, but during the first day of the Ford exhibit more people passed through its doors than on any previous day of the building's history.

## Use Direct Advertising

More than 20,000 sixteen-page booklets were used the first day of the exhibit. The salesmen had prices of all the models clipped from a booklet or from the newspaper stories; these prices were pasted on a little card, about the size of a calling card, and were in constant use. All the salesmen seemed perfectly familiar with the car, its equipment, prices, delivery dates, and other information which was eagerly sought by the visitors.

Huge spotlights played on each car; the cars were on ordinary rugs, and not on raised platforms. Ropes prevented the crowd from approaching nearer than twenty feet. Henry Ford's picture, in colors, was the first thing to greet the eyes of the visitors. A Brunswick Panatrope furnished the music.

Early in the morning every door of the huge auditorium was barred to prevent a stampede of people who rushed for the doors; for several hours people were ad-

mitted in groups of three hundred only.

Dealers in nearby towns will receive the first cars which make up the next shipment. These are expected in about ten days. Deliveries are not being promised until January. The Houston assembly plant, which serves the San Antonio district, had just begun to receive shipments of parts for the new cars about December 1st.

## Dealers Meet in Houston

A week before the exhibit the San Antonio dealers, in company with other dealers from the Houston branch district, assembled in Houston for instructions. There are 207 dealers in this district and all were present at Houston. The dealers, upon returning to their cities, individually instructed the salesmen and other members of their organizations.

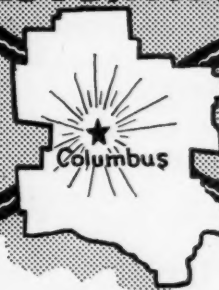
San Antonio newspapers pushed the murders and divorces from the front page and carried stories of the new Fords. The dealers and their salesmen conducted vigorous telephone campaigns, inviting prospects to the first showing of the new car.

Every salesman on duty wore a ribbon badge reading "Ford." Police were on hand to help handle the crowds. Visitors found salesmen always ready to answer questions, and many prospects were referred back to the various dealers' offices, which were also well manned with salesmen, who closed a number of orders from people who had visited the Auditorium earlier in the day.

When the new Ford made its appearance in Toledo, the rank and file of the 300,000 population of this midwestern metropolis gave it a reception that stands out as unique in the history of automobile business in this city.

The early morning of Friday, December 2, found people waiting for the opening of the dealers' showrooms. The doors were hardly thrown open when enough people crowded in to surround the new car entirely. Still they came, hundreds and thousands

## OHIO'S BEST TEST MARKET for NATIONAL ADVERTISERS



**COLUMBUS** and its rich trading area offers every factor upon which a successful test campaign **MUST** be based

- 1,159,451 people
- 77 cities and towns of more than 1,000 population each
- 778 wholesale outlets
- 10,977 retail outlets
- Retail purchasing power exceeding \$400,000,000 annually

## DISPATCH

"OHIO'S GREATEST HOME DAILY"  
PAID CIRCULATION

## 117,077

AN ENGLISH PARTNERSHIP, consisting of a leading engineer and a business man of standing, is seeking the English sales rights on a patented article of American manufacture. Either an *engineering specialty* or any other *high-grade article of general utility* with a wide appeal is desired. The partnership expects the selling rights for Great Britain for a trial period, with the option, on prearranged terms, of providing the Capital for the manufacture and sale of the Article in England.

Mutual references given and required.

Address Box M-1210, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

# ROOSEVELT

## St. Louis Newest Hotel and the finest

St. Louis' newest hotel. It is far enough out of the down-town district to give a complete evening change and relaxation—yet only minutes away from anywhere. Here will be found every comfort and every service feature that the most exacting traveler could expect—yet at prices that will get a happy O. K. from the sales manager.

300 Rooms 300 Baths

### Room Rates

#### Room for One Person—

\$2.50, \$3.00, \$3.50, \$4.50

(100 Rooms at \$2.50)

#### Room for Two Persons—

\$4.50, \$5.00, \$5.50, \$6.00

(Suites \$10 to \$25)

### Meals

#### In the Coffee Shop—

Club Breakfast..... 35c up

Lunch (Special)..... 40c

Dinner (Chef's)..... 65c

Dinner..... 85c

#### In the Dining Room—

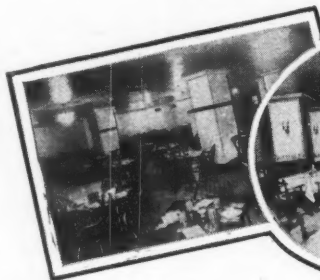
Luncheon..... 80c

Dinner..... \$1.50

Also A La Carte Service in both Coffee Shop and Dining Room

### ROOSEVELT HOTEL

Delmar at Euclid  
St. Louis



## BETTER CARRYING CASES at LESS MONEY



### Easier to Pack—Easier to Carry

Campbell Cases are designed to fill your definite needs. Tell us what you wish to carry and we will build a case that will satisfy. Let us send quotations on your requirements.

*We operate our own tannery and manufacture cases—all under one roof.*

## THE PERKINS-CAMPBELL CO.

ESTABLISHED 1879

1309 ETHAN ST. STOCK YARD STATION CINCINNATI, OHIO

of them. A reporter made a round of several dealers before noon and in every instance found it extremely difficult to get near the new model on display.

The crowding was not restricted to men. There were women, young girls and boys and even children. In many instances the prospective buyer took his entire family along with him. Because of the shortage of available cars, each dealer had only one style on display. One had a Tudor Sedan and the other a Fordor closed car, and so on. Many of the prospective purchasers were so intent on seeing all models that they made the rounds of all the six Ford dealers in the city.

### Toledo Crowds Enthusiastic

It was estimated on Saturday that between 35,000 and 40,000 persons, exclusive of children, viewed the various Ford models on the opening day. Saturday and Sunday were equally productive of large crowds in the various showrooms. They were still going on Monday.

No information could be obtained on the aggregate number of sales made during the first four days. One of the smaller dealers said, however, that he had about 100 customers waiting for delivery. Most of the dealers had accepted orders in advance.

People seemed especially pleased with the sliding gear shift and four wheel brakes. The general lines of the car also met with instant approval, as did the wide range of colors available in the new models. There were among the spectators many who took advantage of the open hoods and inspected the new motor almost minutely. The closed styles seemed to attract the greater interest, although younger people favored the open cars.

One dealer has received more than 100 applications for positions as salesmen since Ford announced his new car. Other dealers did not keep check of the number of applicants, but they said there were men applying for jobs with them constantly. None of the dealers is hiring salesmen, however. When the T-Model was discontinued most of the salesmen



were given a long vacation, and the dealers will put them back on the job before they engage new men. Most of the sales are being made from the floor, however, and there is little need for salesmen.

No definite information could be given by the dealers in regard to delivery. They expect to deliver the cars now being sold in from thirty to sixty days.

It is expected in Toledo that the appearance of the new Ford car will have a beneficial effect on business in general. Business men think that people will loosen up with their money and will be ready to spend for commodities other than automobiles.

#### Denver Sales Hit 1,000 Mark

Saturday evening, Emory Afton, manager of the Denver Ford branch, estimated for SALES MANAGEMENT that 1,000 cars had been sold in Denver during the first two days of the showing. He said he believed this figure to be conservative; actual figures were not available. Before the showing, Denver people had placed 4,000 advance orders.

Denver dealers had thoroughly drilled all salesmen in a standardized sales talk, based not on demonstration but on pictures of the car. When an excited public began Friday to pour into dealer showrooms, which for several days had been completely obscured by covered windows, it was handled with surprising skill. Some orders were taken directly from pictures. Other buyers went first to the Denver Ford branch to view exhibited models, then returned to formally give orders. Orders were taken, too, at the Ford branch, and distributed to dealers on an equitable plan. At least five hundred people crowded about the doors of the factory branch Friday morning as 8 o'clock neared.

Editorial and news publicity in Denver papers, accompanying the Ford exhibit, was without precedent in the city's history. Both morning and afternoon papers had numerous front-page stories. Most Denver newspapers ran dozens of photos. One published an article showing how the operation of the Ford assembly plant would

---

## PERSONAL SERVICE OF PRINCIPALS

### *What it means to advertisers*

---

BENSON  
&  
GAMBLE  
*founded*  
1909

JOHNSON  
READ  
&  
COMPANY  
*founded*  
1915



WHETHER intended to secure direct results or simply to create a receptive state of mind, all *good* advertising has one trait in common. It accurately reflects the advertiser; it expresses the personality of his business.

Such advertising is not turned out on a factory production basis. Nor can it be done at long range. It requires a close and sympathetic contact with the client, an understanding of his problems and his policies.

In an agency of medium size and sound structure, it is possible to concentrate this work in the hands of principals—giving them the support of a dependable organization versed in all departments of advertising production. Individual creative effort is thus given the fullest opportunity to flourish, and bears fruit in advertising of distinction and power.

---

## BENSON, GAMBLE, JOHNSON & READ

*General Advertising Agency*

222 WEST ADAMS STREET · CHICAGO

[Charter Member of American Association of Advertising Agencies]

---

—like the general media reach the home—*Southern Advertising & Publishing* reaches the SOUTHERN agency officials, advertising and sales managers of the leading Southern concerns, doing a volume of National advertising.

—we should be glad to tell you how you can best cultivate this fast growing market — write for details!



## Southern Advertising & Publishing

Entire Third Floor, 209½ West Market St.,  
Greensboro, N. C.

# SUPERIOR

*Picturing  
Telling  
Selling*



A GOOD impression on the reader is the result of a good impression on the page. Engravings are the first consideration.

Our product and our service live up to our name.

## Superior Engraving Company

215-217 West Superior Street

Chicago, Illinois

Phone Superior 1013-1014

MAKERS OF SUPERIOR PRINTING PLATES

Illustrating—Photography—Photo-Retouching

## Make Your Letters Sell Good-Will

EVERY executive will agree with the theory that each letter leaving his organization, whether its purpose is to buy, sell, or collect money, should build good-will in some degree. In actual practice this theory is often forgotten because no practical plan has presented itself to carry out a definite "better letter" program.

If you agree to the above theory you can put it into practice by sending for the Dartnell "Better Letter Program." It consists of thirty bulletins, citing actual letters and suggested improvements. It contains many charts, model paragraphs and letters, together with a detailed program for putting the plan into effect in your office. The complete plan, with bulletins, letters and charts, is priced at six dollars. It will be sent to any rated organization for examination. It may be returned for full credit within two weeks if you are not convinced that it offers a practical, inexpensive means of improving your correspondence.

### The DARTNELL CORPORATION

Publishers of "SALES MANAGEMENT"

4660 RAVENSWOOD AVE.

CHICAGO, U. S. A.

contribute in a decisive way to Colorado prosperity.

For the newsboys, the call, "All about the new Ford car!" proved one of the most productive in weeks.

Denver dealers used newspaper advertisements four columns by 15 inches in space adjacent to the full page Ford Motor Company announcements. The copy was brief. It announced time and place of the display, coupled with the suggestion that the reader see his nearest Ford dealer for pictures and full details of the new car.

### The Used Car Situation

The degree to which standardization of sales plans was developed and carried out by the Ford Motor Company appeared in the only other general publicity of Denver dealers, a sales letter of uniform wording which dealers were not permitted to mail before Saturday, November 26. Into the mails that evening went thousands of these letters. The reproduction on dealers' letterheads was individual.

Experienced sales observers in the automotive field, at Denver, are as much interested in an imminent Ford sales development as they are in presentation of the new models. This is the used car situation. "There is fully \$200 more of value in the Tudor Sedan than there was in the old model," remarked a trade figure to the SALES MANAGEMENT representative. "All the new models represent far greater values than the old. There are several million old model cars now in use. The old model taken in trade has always been a great factor in Ford sales.

"With the increase in the value in the car given by Ford, the market value of the old models is cut down considerably.

"There is a hump here, and it is, some of us believe, the major hump in the situation. What are Ford sales organizations going to do in handling the used car problem?"

A recent consolidation of two Buffalo organizations is that of Adams, Hildreth & Davis and the Harvey Advertising Service.



## TESTS FOR SELECTING SALESMEN

(Continued from page 1018)

"In this particular case I believe Mr. ——— would like to have you help him."

"And why is that?"

"Because he is a stockholder in the company also."

"That was all there was to the conference. The banker said the word and we got the order. It would have been a ticklish thing to have handled aggressively without being diplomatic about it at the same time. It is a quality all young business men, particularly all salesmen, must cultivate."

### An Interesting Career

In his business career, Mr. Jacoby has been connected with eight different companies. And seven of them he has served as president. At the age of thirty-four he was president of the Inter-Ocean Steel Company, having raised all the \$2,500,000 capital himself, selected Chicago Heights as the site and personally turned the first shovelful of dirt for the construction of the plant.

In 1913, he became vice president of the American District Telegraph Company and 70 other subsidiaries of the Western Union Telegraph Company, then controlled by the American Telephone and Telegraph Company, and within a short time was made president. Resigning in 1918 he became associated with A. G. Becker & Company, Chicago bankers, and until last March remained as vice president.

In the meantime, however, he was elected president of the Mitchell Motors Company of Racine, Wisconsin, where he remained until 1923. At one time he was a sales engineer with the Latrobe Steel Company and was later offered the presidency of the company, but declined, because that was just at the stage of his career when he became interested in organizing the steel company. He has been directing head of the Kellogg Switchboard and Supply Company for less than a year, and has made himself and his policies for expansion an indispensable part of the organization.



**FREE** To Business Executives

A beautiful sample Autopoint Pencil

See coupon below

The Over-size Model



## See Results

*As hundreds do who use this Powerful Advertising Auxiliary*

**N**ATIONAL advertisers who spend in the aggregate many millions yearly in other forms of advertising, find an important place in their merchandising scheme for Autopoint Pencils.

It is the sort of advertising that is talked about—that brings results that are tangible—that pays out, yet keeps right on the job.

Autopoint is a perpetual advertisement, localized to the man who has the say-so on buying your product. It is in his pocket, on his desk, 365 days a year, when other advertising is neglected or forgotten.

### Ends Advertising Waste

Thus Autopoint ends the waste of other forms of advertising. It

mops up the profits, gets the orders, brings in the business.

Your salesmen will welcome it as a powerful ally in their work. They present Autopoint with the name of your company and its products, stamped imperishably on its barrel. You are kept right before the buyer's eye, always.

Read the exclusive features of this famous pencil. Let us send you one to use yourself. Your delight with it will give you some idea of how your prospects will receive it.

Send the coupon now for complete information, for list of users, prices, and a beautiful sample. There's no obligation. Send coupon today.

### MAIL COUPON TODAY

**Autopoint**

"The Better Pencil"

### 3 Big Features

- ① Cannot "jam"—protected by patent. But one simple moving part. Nothing to go wrong. No repairs.
- ② Bakelite barrel, beautiful onyx-like, light-weight material.
- ③ Perfect balance—not "topheavy."

**AUTOPOINT COMPANY**  
4619 Ravenswood Ave., Chicago, Ill.

Without obligation, please send sample Autopoint, booklet, sales-building proposition, prices, etc.

Name \_\_\_\_\_

Firm \_\_\_\_\_

Title \_\_\_\_\_

Address \_\_\_\_\_

For Executives Only

S.M. 12-10-27

### PHOTOSTAT SERVICE

RAPID AND ECONOMICAL  
FACSIMILES - ENLARGEMENTS - REDUCTIONS

Commerce Photo-Print Corporation  
42 BROADWAY 80 MAIDEN LANE  
Haver 8993 John 3697

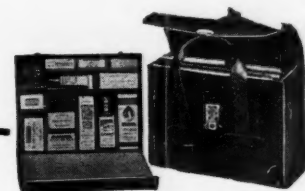
Our product will help to sell your product

**The U. S. Printing & Lithograph Co.**

COLOR PRINTING HEADQUARTERS

Cincinnati Brooklyn Baltimore

Let our nearest office solve your color printing problem.



### Sample Cases

Every size, style, and kind—in stock or made to order. Knickerbocker quality is unsurpassed.

**Knickerbocker Case Co.**

"Made Right" Sample Cases—Since 1900  
225-235 N. Clinton St. CHICAGO

# Reinforce Your Local Coverage of the Dallas Market

**T**HE Dallas Morning News is the biggest advertising medium in the Dallas field, and as such it is given overwhelming preference by national advertisers.

A special combination rate between The News and The Dallas Journal (Evening) permits the use of The Journal at a small part of its individual cost.

The Journal gives intense *city* coverage. Ninety-two per cent of its circulation is city and suburban. It is read by people of good taste and corresponding buying-power.

Use The News and The Journal in combination. One order, one set of plates or copy, one handling.

## The Dallas Morning News The Dallas Journal

*Both members of the Audit Bureau of Circulations*

Build with Men  
**WILLIAM L. FLETCHER INC.**  
not an agency  
Can put you in touch with  
**THE RIGHT MAN**  
for any worthwhile position.  
80 FEDERAL STREET • BOSTON.

**TOYCO Promotion  
BALLOONS**  
—A Dynamic Force in SALES  
PROMOTION is a booklet which  
shows the way to increased sales  
through the use of toy balloons.  
Copy sent on request.  
**The TOYCRAFT RUBBER CO.**  
ASHLAND, OHIO

An organization providing a complete service in Outdoor advertising through advertising agencies  
**NATIONAL OUTDOOR  
ADVERTISING BUREAU**  
INC.  
NEW YORK CHICAGO DETROIT

**The Taxi Weekly** COVERS THE  
WHOLE CAB  
INDUSTRY  
New York Edition goes to 10,000 taxicab individual, fleet and company operators. Issued Mondays.  
National Edition, ready January 1, 1928, goes to 4,000 fleet and company operators throughout the U. S. Issued Wednesdays.  
Published in its Own Printing Plant at 54 West 74th Street, New York City

## AN IDEA FOR SALES MEETINGS

(Continued from page 1030)

effort in building up a large capital of working data, and in absorbing the facts in the material the home sales offices and engineering department send out from time to time. Almost every industrial prospect these men call upon is using our material in a way slightly different from every other prospect in the same line of business. And each has some complicated technical questions which must be answered satisfactorily before a salesman even comes within gunshot of a sale.

"This simple idea of contesting for the honor of conducting sales meetings has worked out to good advantage in keeping our men well informed—perhaps because it deliberately throws on them the responsibility for making the meeting 'click.' It is something like calling on a student in a class to take the place of the teacher.

"The men do not wish to undergo the embarrassment of appearing before their fellow salesmen without being able to answer all the questions their colleagues may ask—they'd rather show how much they *do* know about the subject. So they settle down to some real studying that would do credit to a college senior before final examinations. The result is, of course, that they are much better equipped to meet the problems which are continually arising in the field of industrial selling."

## LORIMER ADVANCED BY "POST"

**G**EORGE HORACE LORIMER, editor of the *Saturday Evening Post*, has been elected a vice-president of the Curtis Publishing Company. The executives named to direct the company's activities are: Cyrus H. K. Curtis, president; C. H. Ludington, vice-president; George H. Lorimer, vice-president; P. S. Collins, treasurer and business manager; Walter D. Fuller, secretary; William Boyd, advertising director, and John B. Williams, manager of the manufacturing department.





Gather you 'round, gentlemen who sell things to the women, and allow your understanding of the feminine market to undergo fifteen minutes' exposure to "Mother Steps Out," a new booklet put out by The McCall Company. You'll learn a lot of things . . . for instance, that in best-selling non-fiction, the cook book ranks second only to the Bible . . . more than five pairs of silk stockings to every female, including infant girl babies, in 1927 . . . 41 per cent of checking accounts now held exclusively or jointly by women . . . the American woman uses tons of rouge, yet her care of babies has reduced the infant mortality rate from 100 to 71.5 in ten years—a most interesting picture, in this book, of the modern woman. Copies may be obtained from McCall's at 236 West 37th Street, New York City.

"Facts About the Buying Habits of 173 Small Town Communities," is a new survey compiled by the American Home Magazine Publishers, Inc. Surveys are included which were made in three typical examples of the small community; the three cities reported on are Chambersburg, Pennsylvania, Bedford, Indiana, and Creston, Iowa. The book presents data on the number in the family, occupations, interests and recreations, how many in the family are employed, what kind of automobiles they drive, what brands of various types of goods are preferred, and what the families intend to buy soon. We learn, for instance, that the Chambersburg community prefers United States Tires over all other, Gulbransen pianos, Maytag washers, and Hotpoint irons. Copies of the survey may be had without charge from the American Home Magazine Publishers, Inc., 510 North Dearborn Street, Chicago.

While the advertising department might raise its eyebrows at us for the comment, here's a note to the effect that there is a dandy new salesman's sample case being put out called the "Brief-O-Grip." It's a combination, compact, light-weight bag which has room for business papers, catalogues, samples, and all the usual salesman's paraphernalia, besides an extra compartment which can be used for toilet articles and a change of linen sufficient for short trips. This eliminates the necessity of carrying an extra bag, say those who have it to sell. Information about the bag, pictures of it, and so forth, can be obtained from the Max Dam Company, Inc., 88 St. Francis Street, Newark, New Jersey.

A book which shows a series of interesting treatments of various types of art work executed in black and white, comes from Charles M. Higgins & Company, of Brooklyn. Excellent samples of dry brush work, imitation wood cuts, wash, fine line drawings, etchings, and design work by modern American masters are included. The company address is 271 Ninth Street.

A series of recent advertisements of the Kimberly-Clark Company has been bound into a book called "The A. B. C. of Rotogravure." There's some valuable information here—don'ts for selecting type for rotogravure, notes on retouching, discussion of borders and panels for rotogravure, and so on. Drop a note to Mr. F. L. Blake, in care of the company at Neenah, Wisconsin, if you would care to have a copy.

Concerns that are sending out 1928 calendars might be interested in a small pamphlet put out by Livermore & Knight, called "The Story of the Calendar." Everyone would better appreciate a calendar more if he knew something of the legend and fact which surrounds its development. "Almost five thousand years ago, so the ancient legend goes," the booklet says, "the Chinese Emperor, Yao, devised a calendar which measured months by the movement of the moon. In an ancient land the Druid priests erected altars where, on a midsummer's day, the sun would fall directly on their sacrifice . . ." Drop a note to Howard Knight, president of the company, at Providence, Rhode Island.

The case for direct mail and an unusual pictorial analysis of what it can do to help solve selling problems, are presented in a new booklet sent along by The Bohnett Company, Third and Vine Streets, Cincinnati, Ohio, called "Dramatizing the Sale." The booklet itself is put up in a fashion which makes it an excellent exemplification of the arguments it carries between its covers. Part three is devoted to a discussion of various types of direct mail, running from the catalog through booklets, broadsides, folders, and all their little cousins, and setting forth facts about standard sizes for such pieces, the purposes they are used for, methods of distribution and so forth. We haven't warned the company that we are forming our subscribers in line to receive a copy, but we have a hunch one will be available to any of SALES MANAGEMENT's folks who send in a request.

## Hotel Empire

Broadway at Sixty-Third Street

NEW YORK CITY

M. P. MURTHA, Gen. Manager



A NEW fourteen-story fire-proof structure containing every modern convenience and "Servidor" service.

### RATES:

Room, private toilet - -	\$2.50
Single Room with bath - -	3.50
Double Room with bath -	5.00

### The location is unique:

Subway, elevated, street cars, busses, all at door. Finest parking space in the city.

## Binders

for Sales  
Management

Each binder will hold thirteen copies of the magazine. Each issue as received can be easily and securely fastened in the binder which will open flat like a book.

Made of heavy, durable material and bound in SUPER-FINISH ART LEATHER. The cover is finished in two-tone dark brown Spanish grain, with lettering and panels, antique bronze.

You will want a binder for your desk or library.

Price, \$2.00 each, postpaid

## SALES MANAGEMENT MAGAZINE

4660 Ravenswood Avenue  
CHICAGO, U. S. A.

# Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display.

## EXECUTIVES WANTED

**NEW YORK DISTRICT SALES MANAGER** wanted. Large manufacturer of sheet metal products, factory located in Middle West, wants a district sales manager to take charge of well-established New York sales office. Position calls for a man capable of directing a force of eight to ten salesmen and of supervising the work of office staff. Present sales are large and the potential market is tremendous. A big opportunity for a real sales executive; salary, with possible bonus arrangement. Please give complete details in your letter and arrangements will be made for a personal interview. Address Box M-1212, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

**SALES EXECUTIVE—AN EASTERN PUBLISHER** of leading magazine in its class, needs a sales executive who knows how to build a good sales organization by personal selection and proper handling of salesmen. Must be well grounded in modern merchandising, advertising and management. Ability to grasp and develop selling ideas essential equipment for this position. Replies should include full information as to age, experience, salary desired, etc. All information will be held strictly confidential. Address Box M-1216, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

## REPRESENTATION

**OPERATING IN CALIFORNIA AND WELL** acquainted with jobbers, dealers and salesmen, seeks all lines of merchandise in electrical appliance industry. Will consider other lines also. Qualified to give satisfactory representation. Increased sales of one manufacturer from \$75,000 a month to better than \$200,000. Address Box M-1213, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

## SALES PROMOTION

**\$50 TO \$50,000 DAILY SALES DEVELOPED** during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty year old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

## REPRESENTATIVES WANTED

**SALES REPRESENTATIVES TO INTRODUCE** new method washing machine. Gets clothes snow-white in five minutes without rubbing or wear. Cannot injure the most delicate fabric. Wonder worker needed in every home. Quick seller, earning you big money, advancement, bonus. Complete training given. Handy Washer Works, 11 Industrial Building, Syracuse, N. Y.

## ADVERTISING AGENCIES

**ADVERTISERS' RATE GUIDE FREE.** 36-page Directory showing classified and Display rates of best producing newspapers and magazines. Other information. We can place your advertisement in any publication at lowest rates. Our experience saves you money. Checking copies guaranteed. Write for Free Directory. E. H. BROWN ADVERTISING AGENCY, Dept. 1247, 140 S. Dearborn St., Chicago, Illinois.

## EXECUTIVES WANTED

**IF YOU ARE OPEN TO OVERTURES** for new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established seventeen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downton Building, Buffalo, New York.

## POSITIONS WANTED

**SALES MANAGER OR GENERAL MANAGER:** Have taken two large industries and placed on profitable basis by reducing expenses and increasing sales. Intimately familiar with Hardware Jobbers, Department Stores, Syndicate and Chain Stores in U. S. and Canada. Personally known to most of them. Full knowledge of factory management, accounting and office methods altho greater experience in Sales. Total years of experience sixteen. Now thirty-three years of age. Willing to act as Sales Manager or General Manager. If your business needs increase in sales or reduction in overhead, I can help you. Employed now at salary \$10,000. Box M-1122, SALES MANAGEMENT, 4660 Ravenswood Avenue, Chicago.

**A SEASONED SALES EXECUTIVE WITH** 20 years' experience seeks new opportunity. Successful record. A constructive thinker, with initiative, is prepared to assume complete charge of sales, and promotional work, for a manufacturer of a quality product. Clientele embraces Hardware, Furnaces, Plumbing and Heating, and Sheet Metal Trades in the Central West. Christian. Married. References, including Bank, upon request. Address Box M-1214, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

## POSITIONS WANTED

**SEASONED SALES EXECUTIVE WITH 14** years of experience in selecting and developing salesmen—thorough knowledge of sales promotion and merchandising methods—is available for immediate connection. Excellent references gladly furnished. Address Box M-1030, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago, Ill.

**SALES EXECUTIVE WITH 23 YEARS** successful sales experience; know sales promotion and merchandising methods; how to select and develop salesmen; am 44 years old, married, protestant (Mason), highest reference,—open as Branch Manager for St. Louis or representative for Middle West or South. Address P. O. Box 576, Central Station, St. Louis.

**AN EXPERIENCED SALES EXECUTIVE** is available. For the past ten years he has been sales manager for a company who manufacture and market an extensive line of specialties direct through the dealer. He has been unusually successful. His references are of the highest possible character. His record cannot fail to convince you of his ability. Address Box M-1218, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

**SALES MANAGER WITH RECORD OF** success and proven ability for developing business at a profit, seeks larger opportunity with a responsible manufacturer. Has had broad experience in all phases of sales work and is also familiar with advertising. Age 35. Now employed. Box M-1211, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

## Index to Advertisers

	PAGE		PAGE
Altoona Mirror	1065	Liberty	999
American Multigraph Sales Co.	1048	Literary Digest	1002
American Photo-Engravers Association	1053	Los Angeles Examiner	1051
Associated Business Papers	997	MacPherson-Eames Mfg. Co.	1078
Autopoint Company	1085	May & Malone, Inc.	1062
George Batten Company, Inc.	1043	Memphis Commercial Appeal	1061
Bausch & Lomb Optical Company	1066	National Map Company	Cover
Benson, Gamble, Johnson & Read	1083	National Outdoor Adv. Bureau	1086
Birmingham News	1005	National Petroleum News	996
Booth Publishing Company	1071	New Orleans Times-Picayune	1031
Bridgeport Post-Telegram	1073	New York American	1024
Chicago Daily News	993	New York Journal	1027
Chicago Herald & Examiner	1028	Oakland Motor Car Company	998
Chicago Tribune	Cover	Oklahoma Farmer-Stockman	1067
Cleveland Press	1077	Oregon Journal	1032
Club Service Publishing Co.	1080	Oregonian Publishing Co.	1045
Collier's	1037	Perkins-Campbell Company	1082
Columbus Dispatch	1081	Photographers Association of America	1059
Commerce Photo-Print Co.	1085	Rand Kardex Service Corp.	1000-1001
Cosmopolitan	1006	Review Chronicle National Adv. Bureau	995
Dallas News	1086	Roosevelt Hotel	1082
Dur-O-Lite Pencil Company	1072	St. Petersburg Times	1039
Empire Hotel	1087	Scripps-Howard Newspapers	1069
Evans-Winter-Hebb, Inc.	994	Southern Advertising & Publishing	1083
The Farm Journal	1035	Spartanburg Industrial Commission	1068
Wm. L. Fletcher, Inc.	1086	Superior Engraving Co.	1084
Ft. Worth Star-Telegram	1070	Taxi Weekly	1086
J. J. Gibbons	1088	J. Walter Thompson Company	1023
Gulfport Herald	1080	Toycraft Rubber Co.	1086
Hanford Ad-Chek Bureau	1078	Troy Record	1004
The Heinn Company	Cover	U. S. Envelope Company	1047
Indianapolis Times	1063	U. S. Ptg. & Litho. Co.	Facing 1040
Kimberly-Clark Company	Facing 1056	U. S. Ptg. & Litho. Co.	1085
Knickerbocker Case Company	1085	S. D. Warren Company	1055

## "GIBBONS knows CANADA"

J. J. GIBBONS Limited, Advertising Agents  
TORONTO HAMILTON MONTREAL LONDON, ENG. WINNIPEG